

COMBAT FORCES

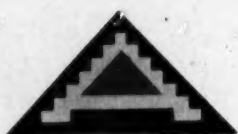
Infantry Journal

• Field Artillery Journal

AUGUST 1952

50¢

The trials and rewards of a
BATTALION COMMANDER
IN EUROPE



On the alert in Europe . . .

THE SEVENTH ARMY

NEW INSTRUCTIONAL MATERIAL PREPARED BY THE INFANTRY SCHOOL

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UNITED STATES ARMY COMBAT FORCES

Journal

INFANTRY JOURNAL 1904-1950

FIELD ARTILLERY JOURNAL 1910-1950

EDITOR

Col. Joseph I. Greene, Inf-Ret.

ASSOCIATE EDITOR

John B. Spore

ASSISTANTS TO THE EDITOR

N. J. Anthony

Esther E. Bennett

ASSISTANT EDITORS

Arty-NGUS

Maj. Orville C. Shirey, Inf-USAR

August, 1952

on the alert in Germany. (Department of De-
sign Corps cameraman.)

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Vol. 3, No. 1

August, 1952

COVER: The Seventh Army on the alert in Germany. (Department of Defense photo by a Signal Corps cameraman.)

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★ To the Editors . . . ★

Hazard Pay

To the Editors:

I pointed out over a month ago in a letter to the *New York Times* (most of which they published on 6 May 1952), that extra hazard pay for flying has nothing to do with combat pay. It is paid for the occupational hazard of all peacetime flying and in a war situation for the hazard of training and maintenance of flying proficiency. Combat pay is something else again.

MAJOR GENERAL FOLLETT BRADLEY
66 Poplar St.
Garden City, N. Y.

To the Editors:

Assuming that some of the armed services are to be compensated for hazardous duty, then it seems quite clear that compensation should be proportional to the degree of hazard. *Hazard can only be determined from casualty figures.* The question as to whether non-battle casualties should be considered is one which would involve many lengthy arguments; I am, therefore, by-passing it to remain on the main track.

I do not know what percentage of total casualties were suffered by the Army in World War II; if it were, for instance, ninety-five per cent—then the Army should have received ninety-five per cent of all hazardous duty pay. Proceeding further, if the Infantry received ninety per cent of all army casualties, its men should have been paid ninety per cent of the amount paid to soldiers. If riflemen accounted for approximately ninety per cent of infantry casualties, these men should have been paid approximately ninety per cent of the extra pay given to the Infantry.

Hazardous duty pay should not be paid to a rifleman unless the hazard actually exists; it would be unfair to give the same amount of money to a rifleman in combat six months and to another who is still training in the U. S. This presents quite a problem, as we cannot determine in advance the amount of hazard to be encountered. If Congress were to appropriate a certain amount of money for hazardous duty pay, this could be equitably divided at the end of the fiscal year according to a workable formula; a formula would be needed because casualties might be small in that fiscal year and certain individuals would receive more than others who would be in service in a year when casualties were high. I hesitate to offer a formula since I do not have the statistics to prove what is reasonable. But as an example:

A rifleman in combat fifteen days is entitled to one hundred dollars provided that the casualties in his regiment exceed a certain percentage; he is entitled to fifty dollars if the casualties are a certain percentage less. All other individuals are paid

according to the number of days they are in a hazardous occupation and according to the percentage of casualties suffered by their organization during that time, provided that percentage is above a certain figure. In other words, the rifleman is the basis of all computations.

Thus, it can be seen that in some years the amount appropriated by Congress would not be entirely spent, while in others it would be necessary to raise additional funds.

I fully realize that there are many objections to the above, but I have no doubt that the administrative details could be worked out on a sound mathematical basis with a minimum of paper work.

I was 20 years an artilleryman before I enrolled for the Infantry School's advanced officer class.

COL. ALFRED W. DEQUOY
Commanding Officer
182d Infantry C.T.
Brockton, Mass.

To the Editors:

I must disagree radically with Colonel Standish's article, "Uniform Hazardous Pay," in the June issue. Apparently, the Colonel wants only the men killed or permanently disabled in combat to get hazardous pay. To be sure, any soldier killed while unloading QM supplies in Pusan has had more hazardous duty than the rifleman who somehow gets through twelve months' combat time unscathed, but pay according to that standard is an incentive to join the QM, not the Infantry.

DRILL

We have received a letter from our long-time friend, Colonel Robert F. Hallock, referring to his article, "Drill," in our March issue and to a letter in the June issue which comments on his article and objects to the expenditure of much time on parade ground ceremonies and similar activities.

Colonel Hallock's article was written in central Korea, where he had been commanding the 24th Division Artillery for some months, and it seems probable that he hadn't been much involved with formal guard mounts and escorts of the color. The writer of the June letter adhered to the FM 22-5 definition of drill, which is a very narrow one, while Colonel Hallock, of course, was emphasizing the importance of the old rule that "practice makes perfect" in all kinds of activities. Here we are, involved in semantics again. But certainly we can never overemphasize the importance of thorough training in the fundamentals of all of the many military specialties.

THE EDITORS.

There are existing laws to protect men disabled in combat as well as free life insurance to protect their families. The adequacy of these laws is not part of the incentive pay problem. Incentive pay should be given for risking one's life, not for losing it.

There are many men who will risk their lives for \$100 a month by jumping or flying in an airplane. There are thousands more who join units that take seventy per cent of all casualties for no extra pay whatsoever. The reason for incentive pay is, as I understand it, to increase these thousands to more thousands by offering them pay for joining the more dangerous units. These men will not try to get themselves killed, regardless of amount of incentive, but they are willing to gamble with the odds for about \$50.00 a month.

Why not set a sliding scale of payment? Pay 100 per cent for the most hazardous duty and a percentage of it for less hazardous duties, as follows:

100%—Rifle, heavy weapons and reconnaissance companies, forward observer parties (mortar and light artillery) and medics serving with these outfits.

75%—Battalion headquarters companies, heavy mortar companies, including chemical and artillery liaison officers, and medics with the infantry battalion.

50%—Tank companies and division AAA firing batteries, including personnel who ride tanks only.

25%—Regimental headquarters companies, artillery firing and headquarters batteries and combat engineer platoons.

No Pay—Regimental service companies, light AAA headquarters battery, all artillery service batteries and administration personnel at division rear.

CAPT. DONALD N. GOWER
Fort Bliss, Tex.

Bellyful of 'Bellyful'

To the Editors:

I have just read, and with much disgust, Sergeant Harry Ryson's letter "Bellyful" in the June issue.

I must admit that I was surprised at the Sergeant's attitude toward the Army. In my opinion drill, inspection, retreat formation, etc., is the Army. If we didn't have these, the Army might just as well not be. Without control and a bunch of undrilled soldiers you have a mob, nothing else. But, the Sergeant being a USAR soldier, doesn't understand this. My advice to him is to get out if he doesn't like the Army. The Army would be better off without men like him.

Also, a salute to Colonel Robert F. Hallock who asks for re-establishment of drill. We can sure use more of it regardless of what type unit a man is in. Sergeant Ryson is all wet when he says enlisted men have no pride in their unit. He should see the 1st Infantry Division as



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of pride and the men take pride in the
units.

CPL. RICHARD N. BENSON

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• See the Editors' comments in box on
page 2.

Up with Razors

To the Editors:

"... you would not have a soldier in
the field not to look rough..." This state-
ment by General Lee from Dr. Freeman,
says Lt. Col. Trussell in April's Cerebra-
tions, is "the secret of success in combat."

That, without doubt, is one of the most
amazing statements this writer has ever
seen a military man make. Apparently the
Colonel has not served too recently in
combat with troops, and he most certainly
has never served in the most northern
climes of Korea.

After a fairly extensive tour in a rifle
company in Korea, I can say there is abso-
lutely no correlation between the amount
of hair a man possesses on cranium, chest
or chin, and the amount of raw unadul-
terated guts he possesses under such hair.

Funny thing, but only one of all the
Medal of Honor winners in Korea had a
mustache. That hard-charging, bayonet-
wielding Captain was photographed for
publication wearing a mustache—and I'll
wager that he does not sport that handle-
bar Stateside.

Many of these peerless fighting men
have very young, clean-cut faces whose
cheeks are tarnished by blades perhaps
weekly, and then only to scrape off a little
fuzz. Not many men have heavy beards
at seventeen, eighteen or nineteen, but
was it not General Marshall who said that
this age is the age of the real American
fighting man? And many men of this age

bracket have seen much heavy fighting,
no matter how light the beard.

Let's face it—we are not "dapper French-
men," or "British Guards"—we are Ameri-
can gravel-crunchers.

The barefaced fact remains that morale
in a frontline rifle company leaps up
when the men can take a break from kill-
ing off Gooks to wash up and shave off
scurvy, scraggly beards.

Is the Colonel really cerebrating or just
plain old-fashioned joshing?

LT. WILLIAM JOSEPH DAVIS
USMC

Washington, D. C.

• Just joshing, we'll wager.—THE EDI-
TORS.

Marine Corps Subscribers

To the Editors:

The Army is very fortunate that William
E. Reneau is an "ex-dogface."

SGT. GEORGE C. KINSLOW
USMC

c/o Fleet Post Office
San Francisco, Calif.

To the Editors:

Just where does Reneau get the title,
"Seagoing Bellhop?" If he has ever been
in combat—which I doubt—he would be
glad to have those "Seagoing Bellhops"
around.

This will come as a shock to you, "ex-
doggie," but look up the facts before you
start running off at the mouth about the
battles the Army and Marine Corps have
fought. We know enough about the
Army now. We know a few things that
I'll bet you wish we didn't know.

CPL. NORMAN L. GRIFFIN
CPL. JAMES N. FICKLE
USMC

"D" Co., 2d Battalion
7th Marines, 1st Marine Div.
c/o FPO, San Francisco, Calif.

• These Marine readers were understand-
ably vexed at Mr. Reneau's strictures
in our March issue. We, of course,
do not subscribe to Mr. Reneau's
opinions but welcome Marine read-
ers.—THE EDITORS.

Keep that Powder Dry

To the Editors:

In your April issue Major Kerr's ex-
pressed "horror" at the post-firing destruc-
tion of surplus field artillery propellant
increments by burning is understand-
able to a degree. Every new "Redleg" has
no doubt been astonished at this seemingly
brazen waste of government property.
However, as he studies and practices the
techniques of gunnery and ammunition
supply, and becomes familiar to some ex-
tent with the problems of the Ordnance in
manufacture and handling of artillery am-
munition, he comes to realize that the
long-time practice of not retaining the sur-
plus increments, stems directly from one



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COMBAT FORCES JOURNAL



Taking off from a rough Korean street this veteran Piper L-4 shows typical Piper ability to fly anywhere

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Performance-wise, the L-21 has outstandingly good short field performance and exceptional slow flight characteristics thanks to high-lift flaps. Yet such outstanding performance is secured with only 125 horsepower which means desirable low gross weight for much easier ground handling and better soft field operations.



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fact; that uniform accuracy of fire must be obtained by every means possible, or else the effect of artillery against the enemy will be largely nullified while the hazard to our own forward elements in combat will be dangerously increased.

In these days when many think that we must all forget that we're wearing different-colored stripes on our pants (figuratively, of course), I'd like to say that were I commanding an infantry regiment in combat, and were Major Kerr's battalion of artillery trying to support my unit with any "rule of thumb" gunnery, or jerry-built powder charges such as he proposed, I'd squawk like the devil to the division commander.

I recommend that the Major consider a detail in the Ordnance, where he might dedicate himself to working out a method of saving all this surplus powder without detriment to the combat efficiency of the artillery and the safety of the infantry.

COL. CHARLES W. RAYMOND, 2D
Army Language School
Presidio of Monterey, Calif.

CIB

To the Editors:

I don't see how the Combat Infantryman Badge is being disgraced, when awarded to drivers, cooks or clerks. My job as a cook is no less hazardous than "Joe's in the foxhole." My duties call for rear area work, which is in enemy range. I believe by doing my assigned duties I am earning the Badge. During enemy engagements, being in a rear area echelon does not release me from duty as a rifleman.

There should be no such distinction made between the riflemen and drivers, clerks or cooks of a rifle company. We are here defending the same cause and the distance from the enemy does not determine the difference of a soldier.

SGT. AL LASCHIAZZA

APO 6, c/o PM
San Francisco, Calif.

Backsliding

To the Editors:

I enjoyed reading "Quicker Brackets Guaranteed" in the May issue, adapting the old ranging-round technique to modern target grid shooting. (Wasn't it the Austrian artillery that developed the technique of firing an initial battery salvo with a range and deflection spread between pieces?) Anyway, the method sounds good and, with a good observer and decent terrain, there seems no reason why it shouldn't permit entering fire for effect much sooner than usual.

However, my enthusiasm for the system is somewhat qualified inasmuch as I believe it leans in the direction of violating a basic principle. I think the "yardstick" value of two rounds 400 yards apart has been overstated. As a means of etching a range scale on the terrain, it is better than a normal 400-yard bracket in that the

(Continued on page 11)

COMBAT FORCES JOURNAL



New Marine Jack-of-all-aircraft—Latest addition to the helicopter fleet of the U. S. Marine Corps is the Sikorsky HO5S, now being delivered in substantial quantities.

This is the third type of Sikorsky helicopter to be used by the Marine Corps which has pioneered many revolutionary combat tactics with helicopters in actual combat in Korea.

This type, also in service with the U. S. Army Field Forces, is a four-place development of the earlier Sikorsky S-52, holder of the world's speed and altitude records.

In service with the Marine Corps, the new HO5S helicopter is expected to be of great value as an observation-liaison aircraft and for evacuation of wounded and trapped men.

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Comment for the Combat Forces

Still Not Equal Justice

THE new combat pay law gives the Army fighting man \$45 per month—while he is in combat.

This action by Congress, after far too many years, at least recognizes the great hazards of the ground combat fighter. But the law as passed and approved is still unjust to the ground fighting soldier and to the marine.

It plainly implies that he is a second-rate fighting man—as compared to a flyer or submariner.

It implies that his battle risk is less, when everyone knows it is greater.

The \$45 a month for the ground fighting officer and enlisted man is pretty small when you put it beside the \$100 to \$210 of hazardous duty pay the flyer or submariner gets. But that's not so important.

What is important is the idea in this law that the men who fight on the ground are somehow inferior in bravery or technical skill, either or both, to the men who fly through the sky or sail under the sea. And that being second-rate, they do not deserve as much pay.

You may say, and rightly, that Congress didn't mean to say that the man who fights on the ground is inferior. But intentions are not important here. The action says it, even if no one intended to say it.

How else can you or the American public interpret it?

By law, a second lieutenant of the ground arms, weeks on end in direct contact with the enemy, now earns a special award of \$45 per month.

By law, an Air Force second lieutenant on flying duty, gets \$100 per month—whether or not he flies into battle.

Which man, by law, seems to be set up as the superior fighter?

By law, a colonel leading 3,000 men into battle—for long days of hard, vicious, bitter, unrelenting ground combat in miserable conditions—gets \$45 per month for his special award.

And by law, what does a flying colonel get for flying, even with the nearest enemy 10,000 miles away? His extra award is \$210 per month.

So which of these, by law, appears to be set up as the superior combat leader?

The West Point class of 1950, to take one group, has suffered grievous loss in Korea. But how do you think surviving ground fighting officers of that class feel when they know that their pay while

in combat in Korea is \$75 a month less than their classmates who happen to be flyers? What else can they think except that their Government considers them less important or less skillful than their own flying classmates?

As the COMBAT FORCES JOURNAL said in these columns last month, we believe in absolutely equal rights and treatment among the combat arms and services.

The pay tables say there is a difference.

The pay tables say there is a \$45—or \$75—or a \$165 difference.

The pay tables lie.

As we said last month (and as we'll keep on saying) your Association and your JOURNAL believe in absolutely equal rights and treatment among the combat arms and services.

The laws as they stand are discriminatory.

The laws as they stand are unjust.

The laws still establish a false priority, a completely untrue distinction, between different kinds of fighting men.

All fighters, air, sea and ground, deserve the best the country can give them.

But of them all, the Army man has the greatest risks, the heaviest responsibilities, and the worst conditions of combat. If any one type of fighter deserves a greater reward, it is the Army combat soldier.

But what we urgently seek is not a superior but an equal status—in the eyes of the law—in the eyes of the country.

Soldier

JAMES W. WADSWORTH wore the uniform of the United States Army for only a few months in 1898. But during forty-five years of public service after that, he continued to be an American soldier in every respect but uniform. He fought constantly and intelligently for the best interests of the Army, Navy and Air Force, believing that it was essential for his country to be militarily strong.

Jim Wadsworth spent thirty years advocating universal military service. And, as General George C. Marshall testified in 1950, if his 1920 bill for universal military training had become law there probably would never have been a Second World War or the menace of a third one.

A check list of his efforts in direct support of the military services would show that in addition to his never-ending

work for universal service, he voted for the Naval Expansion bill of 1938, fought against the Arms Embargo in 1939, was instrumental in gaining Republican support for the Selective Service law that passed by one vote in 1941, supported the North Atlantic Pact, and served as a member and chairman of the National Security Training Commission. Yet these are only the highlights of Jim Wadsworth's constant, realistic, yet ever gentlemanly fight, first as Senator and then, for long, able years, as Congressman Wadsworth of the State of New York.

His death has taken another stalwart from the ranks of those who believe—on the carefully considered evidence—that the best interests of the United States are served by supporting a vigorous and strong military establishment. And believing that, fought for it.

He was a soldier.

"Third Man"

WE have had a lot of letters on Colonel Standish's "Crisis in Courage" articles, and most of them were favorable. In his first article, you will recall, Colonel Standish argued that we have more "nonfighters" today than we had during the First World War and the wars that preceded it. To reverse the trend he advocated better rearing and education of our children, to increase their "mental stability limit." Then more of them would fight instead of hiding when the going gets tough.

Colonel Standish was, of course, looking at the problem as a combat leader who had seen American soldiers disappear in battle and reappear unscathed when the shooting was over. But Colonel Standish recognizes that the problem is more than a purely military one (or a purely medical one to be investigated and solved by the social scientists and psychiatrists) and that it is affected by the hopes and fears and the way of life of American society and the trend of western civilization.

As it happens, a thoughtful and lucid examination of the problem at this higher level recently appeared in *The Saturday Review of Literature*, written by Edgar Ansel Mowrer. It is Mr. Mowrer's thesis that the world's two forms of societies—barbaric and civilized—produce two different kinds of men.

Barbarian societies produce what he calls the "Type One" man—a fellow whose "characteristics are personal cour-



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age, a strong sense of tribalism (the earliest patriotism), and native aggressivity. He accepts physical combat, physical injury, and death as things in the established order of nature. He kills readily—sometimes for power and plunder, sometimes in self or group defense, sometimes for pleasure—but always without reluctance or remorse."

Then civilization comes, and at "some point Number One man has become Number Two man, a fellow who, for a variety of reasons, noble or ignoble, will no longer fight."

Mr. Mowrer thinks the "North Atlantic Community of 1952" is "increasingly dominated by Type Two citizens" and that we Americans are mostly Type Two, too.

He quotes Hanson Baldwin as writing that in World War II Americans "did not have, in the bulk, the stomach for fighting or the heart for fighting, possessed by our enemies or possessed, for that matter, by the Russians." Then Mr. Mowrer comments:

"Baldwin does not mean that there are not still among us millions of born fighters or that Americans, when intensively trained and once aroused by attack, do not fight bravely and well. His point is, they do not fight as eagerly as some other peoples—or as their own ancestors. The air gunner from Denver may kill a lot of Germans. It stands to reason that, other things being equal, he will not kill so many as the Pole who 'wants to kill every German in the world.' The major instrument of war is inflicting death on the adversary. Ilya Ehrenburg's wartime exhortations to 'kill Fascists' met a far greater response among the peoples of the USSR than General Ridgway's injunction to the U. N. forces in Korea to 'kill Chinese.' The Russians *hated* the Germans. The U. N. fighters, by and large, do not hate the Chinese Reds.

"I believe that, as things stand today, most Americans *dislike war* before, during, and after taking.

"... The conclusion is unavoidable: if the tag of Type One man is his ready acceptance of armed struggle, then presumably the United States, along with most of the North Atlantic community, already consists predominantly of Type Two men."

Is the solution then to reverse ourselves and try to create more Type One men? If we embarked on such a program of Spartan living and flag-waving patriotism "within a generation the United States will be a warrior nation. For it will again consist overwhelmingly of Type One people."

But Mr. Mowrer objects to this solution and doubts if it would succeed. In the first place an "America first" policy "would so affect adversely our friends abroad that we should have to conquer our allies, as well as our enemies." And in the second place, "deliberate reversion to Type One man (supposing it can be done) leads today to totalitarianism. . . . In becoming a giant hedgehog, the American people would have to sacrifice the personal freedoms that make our society most worth defending. We should have transformed ourselves into the image of the thing we are opposing."

Mr. Mowrer's solution is to create a Type Three man—a fellow who now does exist in small numbers, he says. These Type Three men are "courageous yet compassionate, resolute yet gentle, highly individualized yet public spirited, at war with evil yet inwardly at peace with man. While deploring violence they are serenely ready to meet force with superior force. They know that fighting is a lesser evil than submission or martyrdom. Therefore, they can, when necessary, drop an A-bomb, regretfully but without remorse. For, as champions of freedom and law, they are able to act decisively on the basis of a fifty-one per cent preference."

To produce more Type Three men we shall have to develop more "positive" educational methods than we have at present, "particularly at lower levels," Mr. Mowrer says.

"It would value liberty above personal security, courage above caution, duty above rights. It would, within limits, consciously stimulate adventure and rewarding of risk. Above all, it would aim at keeping the West conscious of the unique quality of its values, and stimulate the will to keep them.

Mr. Mowrer recognizes that "our best professional officers—Army, Air, Navy and Marine" come close to meeting these requirements. They, he acknowledges, "habitually manifest an indomitable devotion to patriotic duty. Ike Eisenhower manages both to command

our greatest armies and to hate war as much as any pacifist."

But Mr. Mowrer wants the Third Man to go a bit farther than he thinks the military man does. He sees him "not only a citizen selflessly devoted to duty but a visionary planning a better future."

The distance between Colonel Standish and Mr. Mowrer isn't great. Both believe that we must "stop . . . 'disarming the minds of our youth,' and strive rather to steel them . . ."—as Mr. Mowrer put it. Colonel Standish would steel them for battle and Mr. Mowrer not only for battle but "in a new and finer way."

Both are moving in a direction we must go if we are to survive.

Military Socialism

CREEPING socialism is an insidious thing, rightly deplored by all patriotic politicians—the ones you may dislike as well as the ones you like. But where do you stand on *military socialism*? Never heard of it?

Well, neither had we until we read a piece in the current issue of *Ordnance* deploring its appearance in the Pentagon. The author is a great and capable American industrialist and a former general officer of the Army—Robert W. Johnson, Chairman of the Board of Johnson & Johnson, the big bandage and adhesive tape company known for its high place in its own important field.

General Johnson says our military leadership is taking us straight towards military socialism because the Joint Chiefs of Staff and the Pentagon Secretariat don't consider the burden on the taxpayers when they tell what is needed to defend the country.

Surely General Bradley will be surprised to learn that he is leading the country into socialism. We have personally heard him, time after time, explain over and over again to the public how the Joint Chiefs of Staff are troubled by the growing public debt and constantly search for ways to reduce military expenditures. In practically every public conference since he first



was Army Chief of Staff, General Bradley has invariably shown how much in mind he holds the economic situation of the country in relation to the great cost of a proper defense. Actually, from a purely soldier's point of view, General Bradley could be criticized for worrying as much as he does about our economic defenses. It is the job of the soldier, by long tradition to lay right on the line the requirements for the defense of the nation, however stiff they may be. Deciding whether the country can afford it is the responsibility of the President and Congress.

But General Johnson says that isn't the way it should be done. Unless, he says, the men in the Pentagon "submit programs to the Congress within the limits of the nation's pocketbook . . . expenditures will become so great that the ideology of the enemy will be forced on the loyal citizens who are giving their all to defeat it."

He wants the JCS and everyone else in the Pentagon to "always think of the 43,000,000 income-taxpayers, the millions of businesses paying profits taxes, and the 150,000,000 excise-taxpayers." If we don't, he warns, we may have military socialism.

The big trouble with this is simply that we can't figure what business the Pentagon leaders have in playing at being economists. That's the job of the Bureau of the Budget. It's the job of half a dozen other federal agencies, executive and legislative. It's also the job of able business leaders of the nation, like General Johnson, and others, to speak up plainly about such things. But not to criticize the military for our heavy taxes. The Pentagon has enough to do figuring out technical military requirements in meeting the great Soviet threat. If the Pentagon was ever to take General Johnson seriously and begin to tell the country what we can spend and what we can't, this country would very probably end up as a military dictatorship.

Soldiers should stick to their proper objective. And economists to theirs. We would really be scared if we discovered some day that the Treasury Department was now making the *military* decisions for the defense of the United States. And we would be just as scared if we learned that our generals and admirals were making the economic decisions.

If this country ever has military socialism it will be because the civilian agencies of the Government fail in their performance. Not because military men maneuvered their way to power.

AUGUST, 1952

TO THE EDITORS

(Continued from page 6)

rounds land close together in time and the bracket limits are defined almost simultaneously. However, the location of the target within that bracket will not be known much more accurately. Therefore, an immediate jump into fire for effect will be little more justified than it would be in the case of a 400-yard bracket established in the normal manner. Of course, if the ranging rounds were fired closer together, e.g., 200 yards, fire for effect might be possible on the second volley, depending upon the area of the target. (However, paragraph 80a (1), FM 6-40 says "Fire for effect (in area fire) generally is not called for until a bracket of 100 yards or less is split.")

It seems to me we're backsliding from the one fundamental principle of conduct of fire, viz., bracketing. After all, a leap into fire for effect on a target 50 or 100 yards in depth from a 400-yard bracket is sheer guesswork unless it's done by an experienced observer on ideal, familiar terrain. It's no good to say that fire for effect should be entered *only* when the observer can accurately gauge the distance from one limit of the bracket to the target. The rub is that he often *thinks* he can when he can't. There is only one sure way—get a bracket of the proper size.

I thought we had our fingers properly burned on that beautifully descriptive command RANGE APPROXIMATELY CORRECT which was permissible in bracket (area) fire at one time. I've forgotten the exact words in the manual, but roughly it said that if you got a round close enough to the target to indicate that fire for effect would probably fall on the area around the target, you could enter fire for effect without a bracket. How could you tell it was close enough? The truth was that you couldn't unless you bracketed the target. Many officers *thought* they could and many tried, to their sorrow, until we did away with the command during World War II for obvious reasons.

Now, again, we're encouraging guesswork by selling this system as one that will often allow fire for effect on the second volley with a bracket no closer than 400 yards. The idea definitely has its merits. It does give the observer a yardstick on the OT line which is helpful as a means for narrowing this bracket more quickly. And it will often establish a bracket around the target in one volley instead of two or more volleys. But, let's not mislead some poor observer into believing he's going to have much success at "accurately gauging the distance" from one limit of the 400-yard bracket to the target and entering fire for effect at once. He'll do it often, sure, but what of the times he misjudges? If he'd fired one more volley and obtained a proper bracket he *couldn't have missed*.

CAPT. WILLIAM R. ENGLISH
Fort Bliss, Texas

Handguns

To the Editors:

I have been rather amused at the discussion in your columns as to the comparative merits of the caliber .38 handgun versus the .45 automatic (or revolver).

The .45 was developed because the old .38 was in no way comparable to the present ".38 Special." The old cartridge was about equal, I believe, to the present-day .38 short in power.

If a handgun is wanted which is really effective and has a wide range of capabilities, I would suggest that the services buy and issue the .357 Magnum revolver. Its cartridge is well adapted to use in a short (carbine-type) rifle. I have personally fired such a weapon and it is worth carrying into combat. If the .45 pistol or revolver is such a fine weapon, may I be so bold as to inquire why so many soldiers go to so much trouble to get their own personal handguns and ammunition? Personally, I have a .357 Magnum (3½-inch barrel) and a .38 Special with a 2-inch barrel that go where I go. Nuts to the .45, and I feel that I can say, for I have qualified "expert" with it.

MAJOR C. D. WHITTAKER
Deseret Cml. Depot
Tooele, Utah

Signal Corps Aviation

To the Editors:

This is in reference to "Army Aviation" appearing on page 42 of the June issue of the COMBAT FORCES JOURNAL.

In discussing the Army Aviation pilot training program, the above article stated "At present there are plenty of applications from the Artillery and Infantry. . . . But Armor, Signal Corps and Ordnance Corps are lagging." This statement is in error in that, although we are still accepting applications for aviation training, 42 per cent of the Army Aviators allotted the Signal Corps have completed their training and there is at present a sufficient backlog of approved applications awaiting quotas for training to meet our current allotment. New applications are continually being received and it is not anticipated that a shortage of applications will occur.

This same article also stated that the Signal Corps is allotted only 1 per cent of the Army Aviators. This figure now stands at 9 per cent.

BRIG. GEN. ARTHUR PULSIFER
Asst. Chief Signal Officer
Dept. of the Army
Wash. 25, D. C.

- Our information came from the Army Aviation section of Career Management and the Office of Public Information, Department of the Army. We regret the misinformation.—THE EDITORS.

When the enemy strikes from the East he will hit the Seventh Army—the strongest military force the free world has in Europe today. Its men are of the highest quality, its officers professionally competent. Given modern arms it could grievously hurt the aggressor.

THE "big picture" in the defense of Europe is best seen at SHAPE. The "little picture," in which the defense of Europe is interpreted in terms of blocking a road or defending a ridge, comes alive only in Germany, and then only if you leave the prosperous cities of western Germany like Düsseldorf and Munich and move eastward to the flat, misty plains in the north or the knobby hills and shallow valleys in the center and south.

If war comes, this is where the first blow will fall.

The defense of this front line rests mainly on the United States, British and French armies with attached formations from other nations. The largest, most experienced and best trained of these armies is the American Seventh Army commanded by Lieutenant General Manton S. Eddy.

The Seventh Army with its parent organization, the European Command located at Heidelberg, is the basis of American strength in Europe. Unlike the British Army of the Rhine or the French Army of Occupation, the Seventh must fight any opening battle with what it has in hand; it cannot expect quick reinforcement. The British and French forces in Germany may be considered within the pattern of the overall defense effort of those countries. The American forces form a self-contained unit, thousands of miles from their bases in the United States.

The terrain which the Seventh Army would defend and on which it would have to meet any Russian attack is difficult. It is rough, broken by stubby hills and heavy forests. Its eastern perimeter is a mountain wall that runs northwestward along the border of Czechoslovakia, writhes westward at Hof where the frontier of East Germany begins, and then turns northwestward again to

meet the border of Lower Saxony, in the British zone, at Eichenberg.

[If the Soviet strikes] we must expect three main attacks into West Germany at the very least: one in the British zone across the north German plain; one in the center, between the Army of the Rhine and the Seventh Army, pointed at Kassel and the autobahn running south toward Frankfurt and the Rhine; and a major effort in the American zone with the main thrust aimed through the Fulda Gap plus smaller drives through Plauen and across the Czechoslovakian border farther to the southeast.

All these attacks will be preceded by intensive bombing, covered by a numerically superior fighter air force and pushed with all the stolid courage of which the Russian soldier is capable. I am not trying to emulate Dickens' fat boy and make your flesh creep. These are the facts we must accept, face and defeat.

The bright side of the picture lies in the fact that nowhere in Germany, indeed nowhere in Europe, is the defense picture better than in the United States zone.

Two years ago the United States ground forces in Germany comprised the 1st Infantry Division and the Constabulary, in all about 41,000 men. At the time when the Chinese had thrown their weight into Korea and when it seemed as though the Soviet Union might try to make another Korea out of Germany, America was virtually defenseless in one of the key areas of the world. This is no longer true.

Today the Seventh Army is composed of the 1st, 4th, 28th and 43rd Infantry divisions, the 2d Armored Division and the Constabulary, a combat force, counting divisional and corps troops, of about 150,000 men.

Men and weapons are not enough.



LT. GEN. MANTON S. EDDY
CG, Seventh Army

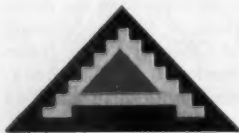
MAJ. GEN. WITHERS A. BURRESS
CG, VII Corps



DREW MIDDLETON

DREW MIDDLETON is Chief of The New York Times' European Bureau with headquarters in Bad Godesberg. He has been with the Times for twelve years and was a war correspondent during the Second World War. This article is from a chapter in Mr. Middleton's able and informative book: *The Defense of Western Europe*.

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MAJ. GEN. JOHN E. DAHLQUIST
CG, V Corps



MAJ. GEN. THOS. S. TIMBERMAN
CG, 1st Infantry Division



MAJ. GEN. GEORGE W. READ, JR.
CG, 2d Armored Division

MAJ. GEN. HARLAN N. HARTNESS
CG, 4th Infantry Division



MAJ. GEN. DANIEL B. STRICKLER
CG, 28th Infantry Division



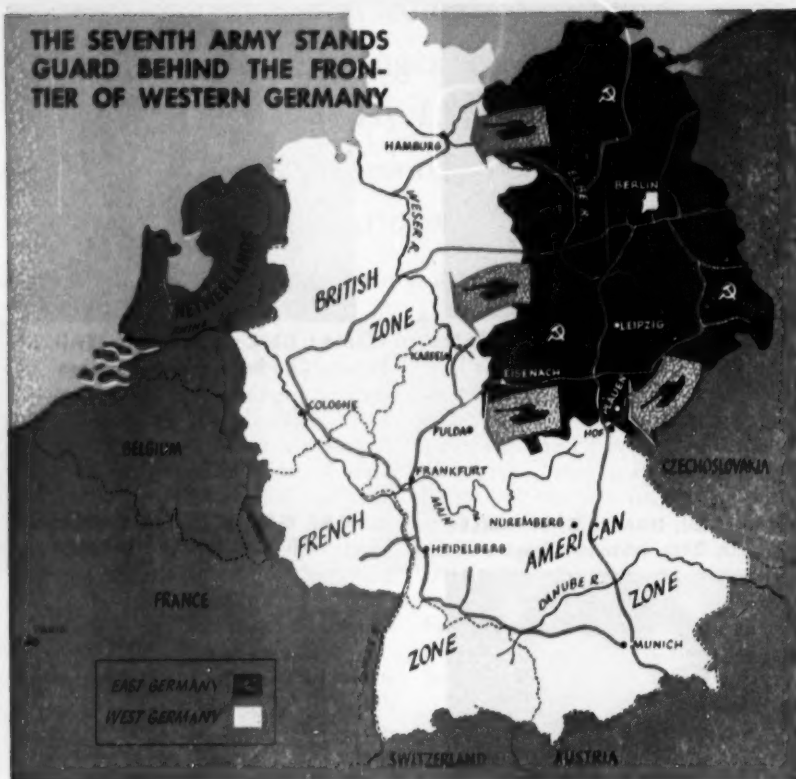
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The Seventh Army



THE SEVENTH ARMY STANDS GUARD BEHIND THE FRONTIER OF WESTERN GERMANY



Training and morale count tremendously. Here General Eddy and his divisional commanders have done a magnificent job, one too little appreciated by Americans.

When Eddy took over command of the ground forces in Germany—they were not reorganized into the Seventh Army until some time later—he was faced with the task of shaking an occupation army out of its customary routine and putting it into a state of alert.

In view of the life of the United States Army in Germany between 1945 and 1949 this was a sizable task: movies and bingo, dances and Parent Teachers' Association meetings, leaves in Garmisch and spring trips to see the tulips in Holland, bridge parties and bowling alleys. It was all very nice, very comfortable and about the worst and most unrealistic preparation imaginable for service in a situation which might explode into a third world war at any moment.

The troops were smart enough. General Clarence R. Huebner, a strict disciplinarian, had seen to that. But they, like their officers, were immersed in the pleasant round of garrison life, plus the attractions of German girls and plenty of beer, both easily obtainable with the adequate pay of the GI in Germany. There were maneuvers, very important to earnest young officers and worrying to

farsighted older officers, but not great distractions to the amenities of occupation life. The army, in its own words, "never had it so good."

This was the routine and this the atmosphere Eddy had to change. Yet he could not change it too drastically because, as he said, "If you get an army all fired up, you can't keep it fired up. You have to have them in good shape mentally and physically but too much alertness is as bad as too little. The edge wears off and the whole thing flops in your face."

His first major step was to put combat troops on the alert in the field or in barracks roughly one-third of the time. The existing field-training system was tightened and amplified. Above all, continuous drills which sent battalions and regiments out into the field from barracks at the sound of a siren impressed upon everyone the idea that someday this might not be a drill, and that the unit and the men that were well trained today would have a better chance of living and winning tomorrow if war came.

Great emphasis was laid on training at the squad, platoon and company level.

Under Eddy, strenuously backed by General Thomas T. Handy, commander in chief of the European Command, the state of training and alert-

ness of the two original Seventh Army units—the 1st Division and the Constabulary—reached a state not seen among American forces in Europe since the end of the war. Patrolling of the frontier areas by the Constabulary was combined with training, and the training cycle for the year was interspersed with frequent unit field exercises, smaller than the annual big maneuvers, which got troops out into the open country much more often.

Regiments just in from such training would halt in the midst of cleaning equipment at the sound of a siren, grab weapons and vehicles and hit the road to take up defensive positions five or six miles away, move from position to position twice and three times a night, and finally return to barracks forty-eight hours later, profanely sure that there "ain't never no rest in this army."

All this upset a lot of the customs hallowed by five years of occupation routine. I saw a mild-mannered major from the Adjutant General's Corps explode when, after a long drive from Nuremberg to preside over a court-martial, he saw the other members of the court, the witnesses and the guards—in fact everyone but the prisoner and himself—take off for the hills as the siren sounded.

"Well, major," said the regimental commander, "if you can guarantee the Russians won't upset your court-martial schedule, I won't upset it."

Morale went up instead of down, as a minority had predicted, largely because for thousands of youngsters this, rather than the interminable round of barracks life interspersed with drinking and wenching bouts, was "the army." Not that the Seventh Army soldier lost his taste for beer or women. He just couldn't devote as much time to them any more.

There were other harassments. The rapid expansion of the army in the United States robbed the Seventh Army of many of its best noncommissioned officers.

Almost since the start of the expansion of the Seventh Army from two divisions to six there have been promises of new equipment and matériel. Some has arrived, most of it has accompanied the three infantry divisions and one armored division that have arrived as reinforcement, but there remains a serious deficiency in medium tanks able to fight the Soviet T-34-85 on equal terms.

The majority of the vehicles in the 1st Division and the Constabulary have been rebuilt at workshops, and their users claim they are "as good as new."

Perhaps this is true for peacetime conditions, but would it be true in war? Communications equipment, especially field radios, is inadequate.

One thing that strikes anyone familiar with the army in Germany is the serious wastage of men on nonessential duties. Listening to the American Forces Network one afternoon, I learned that the program of jazz music to which I had listened was sponsored by the Information and Education Division of the 4th Infantry Division.

Now the I&E has done good work in Europe with its efforts to tell the soldier why he is where he is and what he is fighting for. But does it have to assign men to work out a program of dance music?

THE autumn maneuvers of 1951 revealed some of the strengths and a great many of the weaknesses of the Seventh Army. Involving over 150,000 men, including a French corps and a field regiment of British artillery, Exercise Combine was the largest maneuver to be held in the United States zone since the end of the war.

"Our greatest weakness," Eddy admitted, "was the failure to use passive resistance to air attack."

There were some shocking displays of ignorance of what air power can do in war. Once along the main autobahn, the great superhighway running south from Frankfurt toward Munich, which would be a main artery of supply in war, five gasoline trucks were bunched while their drivers sat by the road for a comradely smoke. Artillery took up positions with nothing between the guns and the sky but a piece of netting naked of the burlap strips that are supposed to simulate trees and bushes. Tanks stood off the road visible for miles, since only a few branches hid their outline. Tanks, trucks and men gathered at crossroads sometimes for as long as a half hour to chew over a problem.

There is some explanation for the lack of camouflage. The United States civil authorities in the American zone warned the army before the maneuvers that the greatest care must be taken not to destroy crops, trees and plants in the countryside. The troops were told that they must not tear up plants or rip limbs off trees to use for camouflage of tanks and vehicles. This order was rescinded midway through the maneuvers but, like many orders issued in the midst of war games, it did not filter down to the troops.

This sensitivity to complaints by the Germans, who up to that time had not

lifted a hand to help themselves in rearmament, does not of course explain the failure to disperse troops and vehicles on the roads.

This is terribly important. For in the first battles of any war fought in Europe in the next two years, the allied armies will fight without air superiority. Under those conditions, passive defense is a necessity. One difficulty, of course, is that there are very few officers or soldiers in the Seventh Army who have ever fought without air superiority. Consequently, there is an almost total lack of understanding of what enemy superiority in the air means to ground forces fighting against it.

Despite the repeated warnings, there was a tendency to take partisan activity lightly. The day before the maneuvers ended, a group of aggressor partisans showed up at a gasoline and oil depot

far behind the front line of the Seventh Army and destroyed it. This made a few believers out of scoffers, but my impression is that generally there is very little understanding of the confusion, delay and damage that partisans can cause in the rear areas of an army fighting in the field.

Most of the difficulties mentioned thus far are inseparable from any force just shaking down, one that includes a very high percentage of men who have never been in combat. One weakness, however, that of automatically assigning to a machine a job a man might do better and quicker, seems to me to result directly from a national trait, our blind faith in machines.

There was a salient example of this in Exercise Combine. A regimental command post separated by only a few miles from another regimental CP of

Seventh Army engineers push a double-double Bailey bridge across a 230-foot ravine in record time. The 70-ton bridge is two panels high and two wide.





Units reinforcing the Seventh Army pass through a staging area at Mannheim before moving on to permanent stations.

the same division sent an important message by wire to the second CP. Since it was important, the message had to be coded at one end and decoded at the other. The whole operation took more than five hours and when the information did arrive at its destination, it was out of date. A messenger in a jeep could have taken the message in clear and delivered it in fifteen minutes.

This is another aspect of a general psychological approach which was very evident during the closing months of World War II when, once a German road block was encountered, there was a tendency to call on guns, tanks, and air support to eliminate it; in other words, to rely perhaps too heavily on machines. The result was delay, which of course was what the Germans sought, and it seemed to me then, and does now, that we delayed to save half a dozen lives on one day, only to lose two dozen on another because of the delay.

The United States Army, moreover, is just as susceptible as the Russian Army to inordinate worship of the tactics that won "the last time." During both the American and British maneuvers in the autumn of 1951 there was a tendency for armored commanders of the Seventh Army to dash across country, flanks exposed and a general attitude of

"hell for leather" enveloping the command.

Now this was all very well under General George Patton. The Patton flanks were sealed very effectively by unlimited air power. In the opening phases of the war the United States will have to fight if the Russians attack, the conditions will be exactly reversed. It will be the enemy who has the superiority in planes, tanks, guns and men.

THE Seventh Army has one problem which does not affect the other Allied forces in Germany: the care of dependents in the event of attack. The importance of this problem has been exaggerated but it still is great.

In the event of Soviet attack, Seventh Army and European Command together will have to care for well over 100,000 dependents and civilian employees of the United States government in Germany.

In addition, the moment the blow falls, hundreds of thousands of Germans, deeply aware from their own experience of Russian savagery in war, will take to the roads and move westward. Anyone who experienced the campaigns in Belgium and France in 1940, as I did, realizes the tremendous burden which refugees of any kind impose upon an army fighting in the field.

Roads are clogged and efforts to keep refugee traffic on certain ones are frustrated by enemy machine gunning of those roads, which forces the refugees onto the highways being used by the army. Transport, medical facilities and food have to be assigned to refugees. In addition, the refugees are not all what they seem. Thousands of those who poured westward from eastern France and eastern Belgium in 1940 were German agents and saboteurs. The Russians are not novices at war and presumably they will play the same trick.

The evacuation of dependents—wives, children and other relatives of fighting men—and civilian employees and their families from the United States zone will be a tremendous job, involving at least 20,000 soldiers who could be put to better use. Early in 1951, it was estimated that it would take twenty-one hours to evacuate American dependents and civilian employees from one city, Munich. The time has been lowered progressively as better arrangements have been completed.

ONE factor which must be accepted is that in the event of a Soviet invasion, the enemy will have copious information about the location of various Allied units, depots and airfields. No one can screen 50,000,000 Germans

and, as a result of the undoubted presence in West Germany of thousands of spies for the Soviet Union, the first day of attack would see enemy bomb strikes on the major installations and troop concentration areas in the United States zone. The counterespionage agencies of the American authorities in Germany have done their best, but we have been employing Germans in our zone almost since the start of the occupation and it would be a bold CIC agent who would say that the German employees of the United States Army in Germany are "clean."

Of course, this cuts the other way, too. From the outset, the Soviet armies of occupation have been more dependent on German help than have the allied armies. Although these Germans, too, have been screened by Russian counterespionage agencies, there is a good deal of reason to doubt the efficiency of this screening. Moreover, the Russian military establishment in Germany has been larger than those of the Allies and has needed the help of indigenous industry a great deal more. Soviet tanks and guns are repaired and Soviet trucks rebuilt in German factories.

Finally, although the Western powers are not loved in western Germany, they are not hated the way the Russians are in the east. Such hatred inspires many to espionage. A lot of the information they send through is of doubtful authenticity, but some is very valuable indeed. Much of what we know about the Soviet Army as a whole is based on German reports about the Russian forces in East Germany.

OBVIOUSLY, the United States Seventh Army faces many problems and has many weaknesses to overcome. But there are two salient points in its favor: already it is a greatly improved army in numbers, training, some equipment and morale over that which guarded the front line of the Western world in early 1951; and a rigorous training program and steady reinforcement provide the basis for optimism for the future. The enlisted men are of very high caliber, physically and mentally. I doubt if any army in history has ever had so many men in its ranks with high-school and college degrees. The officers are improving on the lower echelons and are very good at the top.

What the Seventh Army needs is within the power of the people of the United States to give. It is shocking to realize that soldiers representing the foremost industrial power of all time

would have to go to battle tomorrow less well armed than their enemies. Think that one over the next time you worry whether there will be enough television sets next year. The Seventh Army needs modern arms and equipment now. The Russians are not going to be frightened by tall stories in the headlines about wonder-working, new equipment. Certainly, they are not going to be deterred. The only time such weapons will cause them to blink an eye will be when the weapons are here in Germany, ready to be used against them.

The Seventh Army has been fortunate in its commander. Matt Eddy is the kind of soldier and general evidently missed by Messrs. Mailer and Jones.

He is a wise, cool tactician who commanded the 9th Infantry Division and the XII Corps during World War II. In a command which contained a high percentage of glory hunters, he was economical and wary until he saw the moment for attack. Then he hit very hard.

Eddy is a big, bulky man of sixty, still agile enough to go through a night infiltration course incognito. Eddy is a disciplinarian but without bite. Eddy has an almost instinctive success with soldiers. A lot of generals try to be fatherly and talk about "my boys." I never heard the phrase pass Eddy's lips, but he talks to soldiers in a direct, homespun manner that achieves its purpose of putting the words across. And he is no different when he talks to other generals or to anyone else.

One day not long ago, he was wandering around the maneuver area at Grafenwoehr.

"Sergeant, you think a recoilless rifle that size is going to do you any good?" he asked.

The sergeant, warmed by such informality, said that he thought it would do him as much good as a peashooter in battle.

"That's about it," said Eddy. "Thanks, sergeant." And he wandered off.

ONE day this winter I climbed a hill and stood on the top facing the east. It was clear and the thin sun touched the chocolate fields and the deep green woods. To the right an American tank waddled through a farm village and a company of infantry stumbled through the fields around the village. There was a rattle of rifle fire from some of the defenders on the hill. The wind brought us the labored breathing of the tank in the village.

"Lie down, you guys," said the sergeant commanding the platoon holding

the crest of the hill. "Don't let them see you."

He was about twenty-four, very serious.

"You see," he explained, "these guys are supposed to be Russians coming from down that road; that's where they'll probably come anyhow, so it's good practice, see? So we let them come, the first bunch, and then blow that bridge and then hit them when we catch them around that draw."

This is where it all ends. This is the ultimate expression of what the West is doing. The long deliberations in quiet offices in Washington, London and Paris. The statesmen solemnly scratching signatures to pacts and treaties. The generals planning on the big maps and noting production figures and tables of organization. The man at the machine in Detroit or Pittsburgh. The awkward squads marching and countermarching in some dusty prairie camp. It all comes down to this: a line of men on the crest of a hill, waiting to fight as men have waited on hilltops since first they went to war; a line of hills with a gap through which the enemy may come; quiet farming villages, as were Gettysburg and La Haye Sainte.

If we are strong enough these Americans in the cold on the hilltop may not have to fight. If we are strong enough. In the Seventh Army, the United States has made a good beginning toward strength in Europe. Its men and its officers can do a great deal. But the balance of the job is up to the people of the United States. And to our allies.

Tank-infantry teams work constantly together on field training problems.



Battalion Commander in Europe

Lt. Col. Eben F. Swift

COMMANDING a battalion in peacetime is a lot different from commanding one in war, my new regimental commander said significantly, "and in some ways it's harder," he added. These were about the first words I heard when I took over an infantry battalion of the European Command one rainy fall day in Germany a couple of years ago. After a few weeks I found out exactly what the regimental commander meant. I had commanded a battalion during the war for over a year, including four months of combat. But in taking over this new assignment I soon ran into problems I had never met before. Not serious problems, but problems that could wear you down if you let them. Problems you could not shrug off as unimportant compared with those of wartime. Some of them were peculiar to the European Theater; most of them confront a battalion commander anywhere in these times.

A veteran battalion commander from Korea would consider the task here in Europe easy compared to his own, and he would be right. Without meaning to minimize the importance or difficulty of commanding a battalion in Korea, I will state that commanding a battalion in Europe is not a soft job.

I first became aware of a big difference in my command problems when my battalion adjutant, an extremely bright young man, briefed me on what I later called "the battle

Training in the field is continuous, rugged and exacting. The battalion commander performs under the watchful eye of higher commanders, newspapermen and visiting VIPs.



LIEUTENANT COLONEL EBEN F. SWIFT, Infantry, now on the staff of the Seventh Army, is a 1940 graduate of the Military Academy. During the Second World War he served in the Pacific with the 25th Infantry Division and on Admiral Halsey's staff.



Inspections determine the state of equipment and also give the commander an opportunity to talk to men individually.

of statistics." Statistics are kept in the European Theater on everything: AWOLs, delinquency reports, serious incidents, VD cases, general, special, and summary courts-martial, soldiers' deposits, percentage of insurance (now discontinued), and motor traffic violations, to mention a few. The surprising thing to me was not that such statistics were kept, but that such importance was placed upon them. Reports on all of them were turned in and consolidated at every level of command every month. Then the statistics on each unit of the European Command were filed, charted, and published. Comparison of the units' statistics were then made, and woe unto the battalion or company commander who was caught with his statistics down—or up, if they were supposed to be down. If the statistics were consistently below average the battalion or company commander might find himself out of his job.

**THE BATTALION COMMANDER FIGHTS A NEVER-ENDING
BATTLE WITH STATISTICS, DISCIPLINE, ADMINISTRATION AND TRAINING. BUT
THE REWARDS ARE GREAT AND TRULY BEYOND PRICE.**



I soon learned not to take the statistics lightly. In fact, I spent a great deal of time poring over them with a view to taking the necessary corrective action before someone from above ordered me to do so. These statistics actually are important. They show higher commanders the state of morale and discipline of their units, and, incidentally, the effectiveness of their subordinate commanders. In combat your unit was judged by the way you performed your mission. During the war, combat efficiency was generally the determining factor in the morale and discipline of your unit; if you took your objectives with a minimum of casualties you generally did not have to worry about morale or discipline. As one outstanding commander put it: "Nobody questioned the commander who had the objective in his pocket." But combat efficiency is difficult to determine in peacetime, and is even more difficult to reduce to facts and figures on paper. Statistics, however, are very definitely cold, hard facts and figures.

Senior commanders like to have such facts to deal with instead of vague generalities. It is something they can get their teeth into, and while I am using that image, they can get their teeth into their subordinate commanders, too. I do not mean to imply that the senior commanders in the European Command were unduly severe or that their relations with their subordinates consisted of reprimanding or relieving them merely on the basis of poor statistical reports. In fact, higher commanders in this theater were fair, considerate, and helpful to their subordinates. They

realized the problems of command over here and made every effort to help their juniors to solve their problems. Certain trends in the statistical records pointed up certain command weaknesses. The wise battalion commander used them to guide his action, and didn't fight or ignore them.

I HAVE said that the statistics indicated the state of discipline and morale in the units. I would like to emphasize that a high standard of discipline was particularly important in Europe at that time for obvious reasons. Every soldier's conduct was under the critical scrutiny of the Germans and other Western Europeans. Our soldiers represented the United States to these people. As a battalion commander I tried to impress them with this fact. In combat, I was mainly concerned with battlefield discipline. Here in Europe I did not worry about it; I don't mean that I was so shortsighted as to neglect battlefield discipline just because there was no battle. Nor do I mean that I failed to realize that battlefield discipline is the type of discipline that is essential above all other types, and it was my responsibility to see that my unit had it. What I do mean is that I was convinced from my experience of commanding troops in combat that when American troops are properly led, trained, and equipped, one of their strongest characteristics is their high standard of battlefield discipline. I was similarly convinced from my peacetime experience that their discipline off duty away from barracks was one of their weakest characteristics.

I would have much preferred to concentrate on battlefield discipline and leave them alone during their off-duty time. Nothing would have pleased me more than to relinquish my command responsibilities during off-duty hours. Actually, insofar as the discipline problem was concerned, my command responsibilities seemed most burdensome off duty. It is hard to get the idea over to the American soldier without moralizing, preaching or mouthing sanctimonious platitudes that it is his duty as a soldier to behave properly when he is in public. As a general rule our soldiers were young; they had all the vigor, enthusiasm, and energy of youth. Their money went a lot farther than it did in the States, and American soldiers have never been noted for stinginess. By far the great majority of our soldiers were the fine, clean-cut American young men you read about in the magazines, but not all of them were. And even fine, clean-cut American boys can pick up

some pretty vicious habits, whether they are in the Army or not—as juvenile delinquency files in U. S. courtrooms show. Also, some of our soldiers were, to put it mildly, not paragons of virtue. And such men could exert a great deal of influence on the young soldier, a lot of it bad. Liquor was plentiful and cheap. There were several million more women than men in Germany; they had a lower standard of living than our own women, and were not accustomed to opposing the will of men. Although there was a great deal of tension in Germany the troops worked hard. But there was no war to absorb all their time and energy, so there was time to get into trouble. These things made the disciplinary problem in Europe tougher than in most places. But every commander has had to face it, and not one that I know of, has attempted to shirk his responsibility of attempting to solve it.

I DON'T know whether my approach to this problem was typical or not. From a statistical point of view, the hard, cold figures again showed that my system of discipline, if it could be called that, was successful, in that there was a general improvement in all the items I have mentioned from the time I took over the battalion until I left it twenty months later. However, I did run into many stone walls and made mistakes. And I had periods of deep discouragement in those twenty months. I well know that in handling men, in dealing with human relations, you cannot devise a formula, pour in the figures, come out with a solution and say, *this is it*; do it this way every time and you can't go wrong. The fact that the results shown on paper were, in general, pretty good doesn't convince me that I think I have found the key to successful leadership. Nor does it mean that I can offer my experience as an example of how the successful battalion commander should operate. My officers and men were a constant source of amazement to me. I could never quite figure out how some of my so called "eight balls" could, at times, do so many things right, and how, on other occasions, my supposedly fine, upstanding men could do so many things wrong. Maybe that was what made a battalion commander's life interesting. It also made him somewhat distrustful of arbitrary statements and figures stated as unalterable facts on paper. Human nature just refuses to be catalogued. Therefore, I don't believe you can catalogue your methods of handling any one type of disciplinary problem.

On the other hand, a commander cannot just throw up his hands and say, human nature being what it is, nothing can be done about it. Over here, he damned well *had* to do something about discipline, human nature or no human nature.

In order to get down to the fundamentals of the discipline problem a commander must consider the character of the men in his unit. I have always thought that the American people have expected a little too much of the Army in the matter of disciplining its youth. Frequently the Army is expected to accomplish more in the way of education and character development in two or three years than has been accomplished at home in eighteen or twenty. One of the principal objections of American mothers to having their sons in the Army is that they believe their boys will be subject to temptations and evil influences that will lead to their moral disintegration. Yet in many instances there has been little or no parental guidance before the boy came into the Army to help him fortify himself against these temptations and evil influences. The Army is supposed to do that, too. If the lad has not been able to complete his education the Army sees that he has the opportunity to do it.

IN addition, incidentally, the Army must teach him to operate all the complicated weapons and machinery of modern war, show him enough tactics to operate as a member of a large complex team, and instill in him the will and capability to fight for his country. Taking everything into consideration I think the Army does pretty well. But in some individual cases it does fail, and when those failures occur it is discouraging to the commander. In my experience there was no more tragic time than when I had to sit on a general court-martial and watch a bewildered eighteen-year-old boy, guilty beyond a shadow of a doubt, literally convict himself of rape. The story was nearly always the same. He was drunk; the girl resisted, but he thought she was just kidding. All the rest of them had submitted after he offered them chocolate or cigarettes; he socked her a few times to keep her quiet (that's the way a he-man operates, you've got to dominate those Kraut girls) it all happened before he knew what he was doing. He thought all along that the girl would give up. He didn't think she would dare say anything about it afterward, anyway, and so on and on.

If you investigated further to try to

get at the bottom of the thing you would probably find that, yes, he had heard the character guidance lectures, but hadn't paid much attention. Been out the night before and was awful sleepy. Had the officers been to blame? What kind of an example had they set for him? Well, on the surface they seemed like any other family people at home, but he knew better. All the officers and their wives slept with each other, the fellows said. They all drank like fishes, too. Did he know this to be true? Had he seen his officers drunk? Well, no, he hadn't ever seen any officer drunk, but he hadn't been around the officers' club. All the officers and their wives get drunk every night up there, according to a friend of his who knew a girl who worked there. Did he know of any specific cases of immorality among the officers' families? Well, no, but the old timers did. They would tell him about it sometimes over a few beers. Besides, he had read *From Here To Eternity*. How about his noncoms? Had they told him how to stay out of trouble? Well, the older ones are just like the officers. Family men, mostly. The younger ones raise just as much hell as he did, but they don't get caught. Did the noncoms ever tell him to stop when he got too much to drink? Once in a while they did, but the noncoms don't like to get mixed up with the guys in a fight and lose their stripes. So, the boy, much to his surprise, is convicted, gets a dishonorable discharge and a prison term and the Army has lost another soldier. In a way, this was worse to me than losing a man in combat. At least, in combat, they were lost honorably. This way it seemed as if a man's life were wasted away needlessly. It was worth a lot of thought and action to prevent cases of this kind.

I GAVE frequent talks to the men under the character guidance program. I was not convinced that my talking or anyone else's did too much good, but I did not intend to leave any stone unturned which might help solve the disciplinary problem. I tried to avoid preaching. I knew it was useless to tell them not to drink and to stay away from women. I tried to persuade them to drink moderately, and to have normal companionship with the right kind of women. I tried to point out that a man who gets sloppy drunk, makes an ass of himself, and doesn't know what he is doing is not only asking for trouble—he isn't even having a good time. Furthermore, he is doing himself and



To get better noncommissioned officers, the Seventh Army NCO Academy teaches noncoms how to teach others and also emphasizes a leader's responsibilities.

his unit a lot of harm in the eyes of everyone, particularly the Germans. I attempted to get them to take care of one another. If a man got a little too much and was on the verge of getting into a fight, or running afoul of the MP's, his buddy or buddies should get him out of there or get him back to barracks.

I think the most effective approach was appealing to the soldier's pride in his unit. I made every effort to convince him that if he behaved himself he was a credit to his outfit, and that if he didn't behave himself his whole outfit suffered for it. To most of the men this was a potent argument for good discipline. The chaplain was also a great help in the matter of character guidance, though anyone has a lot of resistance to overcome when he talks to some soldiers about their individual conduct. Fortunately, our chaplain was a good one. He realized this and did not give the men the impression he was trying to interfere with their private lives.

One mistake I avoided was to write additional restrictions, rules, regulations, and orders for command disciplinary purposes. I also discouraged my subordinate commanders from doing so. It has appeared to me that one of the occupational diseases of the Army is the tendency, when orders and regulations are violated or ignored, to write some

more orders and regulations. I attempted to enforce the orders and regulations in existence. I found there were plenty of them to enforce.

IN order to aid me in enforcing them I needed the help not only of my officers, but especially of my noncommissioned officers. I found my noncoms strangely hesitant to exercise any authority whatsoever, and particularly after duty hours. I discovered the reason for this was that they were afraid of becoming involved in a fight. They were not afraid of fighting. They were under the impression under the new code of Military Justice that they could not lay a hand on another soldier *under any circumstances*. I told my noncoms that if they gave a man a lawful order, they could use whatever force they needed to enforce that order, and if they used such force, *they would be backed up*. I emphasized this fact that they would be backed up. I told them I didn't want them to run their outfits by bullying or unnecessary harsh treatment, but that I wanted noncoms who could control their men on or off duty. I don't know yet whether those statements were contrary to the Code of Military Justice,* but I do know that my noncoms became more effective and that fewer delinquencies were reported afterward.

*They are not.—THE EDITORS.

It was obvious to me that discipline of a peacetime unit must be decentralized. When your soldiers are on duty, you can control them; you can direct their efforts, but unless you try to run your organization like a penitentiary you cannot direct your men's activities off duty. The men must be indoctrinated with the idea that they are responsible for their own actions, that the Army cannot wet-nurse them, cannot steer them away from all evil, cannot entertain them every hour of the day during their off-duty time, and will not wink at their indiscretions with a pat on the wrist and say boys will be boys. Self discipline is something that is developed within the man himself by himself. Writing more rules and regulations, revising the court-martial manuals, and hiring civilian psychologists will not solve the problem. Commanders are responsible for discipline, and must enforce it. They can develop and guide character, but they cannot make it. I tried to make those principles clear to all when I commanded my battalion.

A PROBLEM I had been led to believe would be a tough one in a peacetime battalion was administration. Having had little experience in the administrative duties of a commander of any peacetime unit I was somewhat apprehensive about it. Actually, I found that it wasn't as big a problem as I thought it would be. One reason, of course, was that battalion is not officially an administrative headquarters. Actually, although battalion was not charged with administration, plenty of it was done at battalion headquarters, if for no other reason than to relieve the company commanders of some of their administrative burdens. Also, battalion supervised company administration. Generally, my executive officer was charged with the supervision of company administration, and fortunately he was a good one. He was ably assisted by S1 and S4, who also knew their business. Consequently, my worries were comparatively few.

However, I viewed the administration problem from the standpoint of a battalion commander. The greatest administrative burden was carried by the company commanders. Various attempts at all levels were made to relieve the company commanders of their burden but none was very effective. The number of reports required, the personnel, the food service, and company fund records all required a great deal of the company commander's time. But the most complicated of all administration

was the supply system, which, it seemed to me, required a certified public accountant. Here, too, efforts were made to simplify the system, but usually made it even more complicated. Company commanders were the most harassed men in the chain of command during my tour of duty as battalion commander.

Closely connected with the supply system were inspections. Upon sober reflection, I do not believe the battalion was harassed unnecessarily by an excessive number of inspections, although there were times when I did think so during the period of my command. Senior commanders must know the state of maintenance of equipment of their units, and I know of no better way of ascertaining it than by inspecting the units. When viewed from that perspective rather than from that of an unfortunate victim of the inquisition, inspections were not too hard to take. Generally speaking, inspections in the European Command were for the purpose of correcting deficiencies in the supply system rather than for crucifying the unit commanders. As such, they were valuable.

In my own inspections I tried to concentrate on, and emphasize maintenance of, equipment used to march, shoot, and communicate. More specifically, I inspected vehicles, shoes, weapons of all types, and radios intensively, especially weapons. I deemphasized "eyewash" as much as I could in my inspections, and I believe that most of the inspectors we had from higher headquarters did the same. As I saw it, the object of an inspection of an article of equipment was to determine whether that article was serviceable, or if it was a weapon or a radio, whether it would operate. Although I did not always conduct official inspections, my unit commanders and I watched weapons firing on the range, and if a man had a defective weapon he could get it repaired immediately at an ordnance truck manned by small-arms technicians. In my inspection of radios, I frequently had my communications people set up a radio net and test their sets while I moved from unit to unit. I believe this was a more effective and practical method of inspection than the conventional one.

When I inspected the men in ranks, I talked to as many of them as possible about their duties, their previous service, their homes, or any other subject upon which I could get their opinions or ideas. A battalion commander has surprisingly few opportunities to talk to his men individually. I thought inspec-

tions were a good time to do this. Of course, the men were not usually in a talkative mood when they were being inspected, but it seemed to make them feel less like numbers and more like human individuals at that time. And after bucking for an inspection for several hours, they were probably receptive to a few kind words.

IN discussing the problems of a battalion commander, I have left until last the most important of all—training. In Europe today the one essential point that no battalion commander, no commander at any level, can afford to forget or neglect, is that his unit must be ready to fight at all times, at a moment's notice. I have purposely pointed up the other problems first to emphasize the fact that this primary mission of training his outfit to fight is not a simple one, uninhibited or unrestricted by other considerations. During wartime the purpose of training is clear. Impending combat is an incentive to every man to expend the maximum effort on learning the all-important business of defeating the enemy in battle. In peacetime, when the showdown may come tomorrow, or next week, or next month, or next year, or maybe not at all, the incentive is not so sharply self-evident. Distractions from training occur more frequently in peacetime, and enthusiasm for the rugged life involved in a tough infantry field training program may diminish considerably, especially in the climate of Germany, which is far from ideal.

The battalion commander has this to contend with constantly. I fought incessantly to get men out for training. My first question to my company commanders on my trips to the training area was invariably, "How many men do you have out for training today?" The company commander could account for every man in the company, but it was still amazing how many men would be absent for various reasons. Guard, kitchen police, temporary duty, hospital, armorer-artificers, supply-room clerks, company clerks, dayroom orderlies, the list went on and on. We cut our overhead personnel to the bone, but still we lost a large percentage from training. I never found a completely adequate solution to the problem but I did notice, after my persistent investigation of the matter, that more and more people did appear for training. The company commanders soon learn that I wanted the largest possible number of men out for training, and they got them out.

The training program for troops in Europe was the best I have ever seen.

It was well planned, in that it was progressive, practical, and realistic. It was executed vigorously and, I believe, intelligently by combat unit commanders at all levels. I have read a great deal about the difficulties our troops would have in a transition from "soft" occupation duties to combat. Naturally, the transition from any kind of peacetime duty to combat is going to be difficult. But anyone who believes that the combat troops in our occupation army of Germany were soft simply does not know the facts. I kept a calendar in my headquarters marking all dates in red that my battalion spent in the field, that is, in field bivouac. At the end of the year over half the calendar was covered with red. In other words, the battalion was on maneuvers, CPXs, or field training for a period of over six months out of the year.

Most of this time was spent at Grafenwohr, a former training area of the Wehrmacht in the eastern part of the U.S. Zone. Any professional infantryman could hardly help getting lyrical in praise of Grafenwohr as a training area. Of course, in some other respects the troops often described Grafenwohr in terms of lyrical profanity. It is not the loveliest place to live in in the world, but as a training area it is unexcelled. Field firing ranges are available for firing every type of infantry weapon except the 90mm tank gun. The terrain is variable, offering facilities for almost any kind of tactical problem, including fighting in towns evacuated by the people when Hitler decided to make the area a Wehrmacht training center. Field exercises could be conducted from squad to division size. The schedule was so arranged that every squad, every platoon, every company, and the battalion ran through three or four different problems, in each unit.

The most important training event of the year for the battalion was the annual battalion AFF test which involved the battalion both in the attack and in the defense. In the attack phase all battalion weapons were employed with supporting tanks, artillery, and heavy mortars all firing live ammunition.

This test was a true and practical trial of the battalion commander's ability to employ combined arms. And observing every move he made were umpires, high-ranking officers from both US and NATO forces, possibly a Congressman or two, newspaper correspondents, and other assorted VIPs. As a result, he worked under considerable pressure approximating to some extent the pressure he would be forced to work under dur-



Field training of Seventh Army combat units is continuous and thorough. Here Battery B, 206th Field Artillery Battalion, is preparing to fire.

ing combat. I was extremely proud of the fact that, taking the average rating of both the attack and defensive phases of the problem my battalion had the highest rating in the division on this test. I attributed this to the fact that we started early to prepare for this test by holding practice problems when ranges were available, by having classes for officers and NCOs on troop leadership procedures and coordination of weapons, and also to the fact that every member of the battalion had the desire to do his job well. I believe my battalion was a well trained unit, and I believe it was representative of the other infantry battalions of the European Theater, which were—and still are—part of a thoroughly professional, integrated combat team ready and willing to fight if and when the bell rings.

WHEN I left the outfit to go to a staff job in Seventh Army headquarters the battalion gave me a farewell review. As the troops passed the reviewing stand, I was impressed by the rhythmic, free-swinging stride of the American soldier and by the relaxed power and precision of a well trained unit on the march. I reflected upon the contrast of this picture and the one I remembered of my battalion during the war on another kind of march. That march was on a jungle-covered hill on the other side of the world in 1945—without field music. The men were marching single file in the same way Ernie Pyle so accurately and feelingly described the men of the North African campaign in

1942 in his book, *Brave Men*. This was the way these men and men like them marched over all kinds of hills from those of Guadalcanal to the Harz mountains of Germany from 1942 to 1945. Tired, dirty, sweaty men, carrying grenades, machine gun tripods, cloverleaves of ammunition, mortar base plates—men with the grim, patient, sardonic, resigned, incredibly fatigued, stubble-faced expression of the combat infantryman.

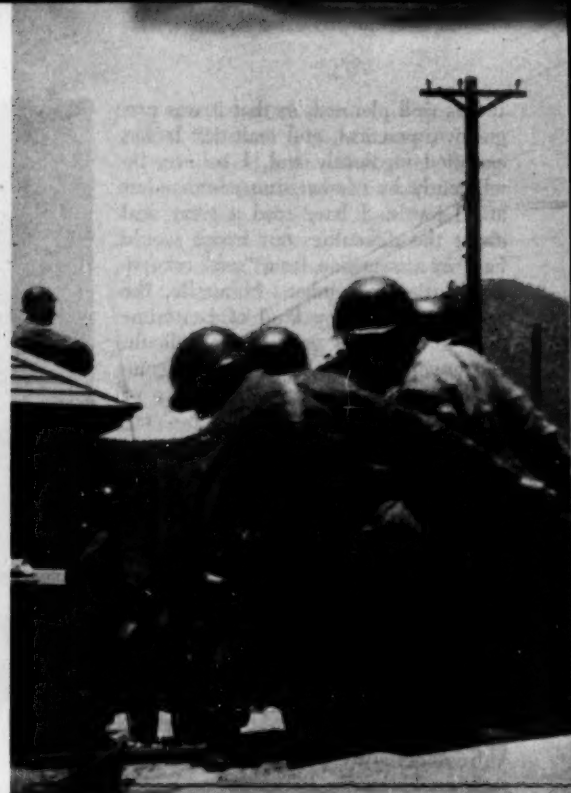
How much older and more battle-wise were those men of 1945 than these youngsters, resplendent in blue scarves and shining helmet liners, marching so confidently past the reviewing stand! Suddenly it came to me that our wartime combat soldiers were not older. They just looked older. And many of the men marching in my very battalion here in Germany had climbed many a hill when the war was on. I was the one who was older—and not so much older at that. The differences in the men were superficial; only the time and circumstances were so tremendously different.

These men and those of the wartime battalions were of the same breed, of the same heritage, and could do the same job—if, God forbid, they had to. As the last company marched off the parade ground and I turned to shake the hands of members of my staff and my unit commanders, my heartfelt feeling and conviction was the very same. It is an honor and a privilege to command a battalion of the U. S. Army anywhere at any time.



Communist prisoners mill about under a North Korean flag. The posters flaunt Communist propaganda at U. S. guards.

Riotous work details became orderly when the 187th Airborne RCT took over the guarding of the Communist PW's.



A tank's guns cover infantrymen of the 2d Infantry prisoner-of-war compound. The task of cleaning up

Koje Island in P

IN its 177 years the U.S. Army has put down three quelled Indian uprisings, fought a fratricidal civil war. To these unpleasant duties has been added the difficult Island. When the record is complete and the final story temporary embarrassment, the Army has completed and credit.

Rebellious prisoners who gave up march out of their compound. An injured man is carried piggyback by one of his PW comrades.





Infantry Division swarming through a
the cages was mean and irksome.

Brig. Gen. T. J. H. Trapnell, CG
187th RCT, and Brig. Gen. Hay-
don L. Boatner, CG of the prison
camps, confer at Kojima Island Hq.

A Kojima Island trooper dis-
plays some of the crude gaso-
line-filled "Molotov cocktails"
made by the unruly prisoners.

Perspective

threatened disturbances by lawless citizens,
and subjugated the fanatical Moros.
difficult and mortifying experience of Kojima
is written it will show that, despite
and her fantastically difficult mission with



Barbed-wire entanglements
surround a guard tower over-
looking a PW compound.



Prisoners practiced bayonet drill with wooden "rifles." Sharp spears, knives
and other weapons were found in the compounds after they were emptied.



OFFICER EFFICIENCY REPORT				
SECTION I				
1. LAST NAME - FIRST NAME - INITIAL	2. SERVICE NUMBER	3. GRADE	4. CONTROL BRANCH	5. COMPONENT
<h1>How Efficient Is Our Efficiency Report?</h1>				
6. NAME, GRADE, SERVICE NUMBER AND ORGANIZATION OR UNIT OF RATING OFFICER	7. NAME, GRADE, SERVICE NUMBER AND ORGANIZATION OR UNIT OF ENDORSING OFFICER	8. FROM	9. TO	10. DUTY LEAVE OTHER
9. NAME, GRADE, SERVICE NUMBER AND ORGANIZATION OR UNIT OF RATING OFFICER Lieutenant Colonel Walter J. Fellenz		10. NAME, GRADE, SERVICE NUMBER AND ORGANIZATION OR UNIT OF ENDORSING OFFICER		
11. REASON FOR REPORT PCS RATED OFFICER <input type="checkbox"/> CHANGE DUTY RATED OFFICER <input type="checkbox"/> OTHER (Specify) _____ (SENY) ANNUAL <input type="checkbox"/> PCS RATING OFFICER <input type="checkbox"/> CHANGE DUTY RATING OFFICER <input type="checkbox"/>				
12.				
(Do not write in this space)				
13. DUTIES ACTUALLY PERFORMED ON PRESENT JOB (Give his duty MOS _____, assignment, and briefly describe major additional				

Is our present-day efficiency report really an efficiency report? Is it a true mirror of a man's efficiency? Does it reflect accurately what he has done in such terms that his over-all value to the service can be properly evaluated? The report we use now is several years old. Before that we had a long one, and before that still another type.

Is the one we use today efficient? Possibly. Enough time and effort have been given to it.

What did the old-time military lead-

ers do? Caesar, Hannibal, Napoleon, Gustavus Adolphus, Genghis Khan, the others who have shaken the foundation of the world? They must have used some kind of report, for their lieutenants had the stuff to handle their men. How were the accomplishments of their lieutenants recorded?

Napoleon had twelve secretaries, but what kind or type of efficiency reports did he use? Wouldn't it be a good idea for us to search the archives and study them? We might find out how to exploit better all the qualities of *manliness* we find in our own officers and NCOs.

Let's look for a moment at our present Form 67-2, not with a critical attitude

at all, but just a quick run over it. It has four sections and page 1 is section 1. On the back are sections 2, 3, and 4. Items 15A and B of section 1 deserve a little thought. According to Army Regulations 600-185, here is the place where the rating endorsing officers must make as many characteristic, descriptive remarks as possible about the rated officer, basing these of course, on what they have seen of him themselves and what has been reported to them about him.

From studying many efficiency reports, I've learned that a great number of people do not fully exploit paragraphs 15A and B. The descriptive terms found in AR 600-85, if used properly and judiciously, can give a very accurate

LIEUTENANT COLONEL WALTER J. FELLEZ, Infantry, is Deputy Chief of Staff at The Infantry School.

SECTION II		ESTIMATED DESIRABILITY IN VARIOUS CAPACITIES - INDICATE THE EXTENT TO WHICH YOU WOULD DESIRE THE RATED OFFICER TO SERVE UNDER YOU IN EACH TYPE OF DUTY DESCRIBED HEREIN. PLACE AN X IN THE PROPER BOX. CONSIDER EACH ITEM IN TERMS APPROPRIATE TO RATED GRADE AND BRANCH. USE THE FOLLOWING GUIDE IF THE NATURE OF YOUR CONTACTS WITH THE RATED OFFICER MAKES IT IMPOSSIBLE FOR YOU TO MAKE A SPECIFIC EVALUATION OF HIS USEFULNESS IN A PARTICULAR ASSIGNMENT.			
		RATER		ENDORSER	
A. COMMAND A UNIT					
B. SERVE AS A STAFF OFFICER					
C. WORK AS A SPECIALIST					
D. TEACH IN CLASSROOM SITUATION					
E. SERVE IN CAPACITY INVOLVING MANY CONTACTS WITH CIVILIANS					
F. CARRY OUT ASSIGNMENTS INVOLVING CONTRACT NEGOTIATION, ROUTE NO. OF					
G. REPRESENT YOUR VIEWPOINT IN LIAISON ACTIVITIES					
H. MAKE DECISIONS AND TAKE ACTION IN YOUR NAME DURING YOUR ABSENCE					
I. BE RESPONSIBLE IN AN EMERGENCY REQUIRING FORCEFUL LEADERSHIP					
J. OTHER					
K. COMMENT, AND/OR CLARIFY ABOVE RATINGS AS DEEMED NECESSARY; INCLUDE ANY SPECIAL QUALIFICATIONS OF VALUE TO SERVICE					

picture of the officer being rated. Let's take his manner of performing his duty; for example. There are some sixty terms to pick from, each an accurate description—such terms as commanding, amiable, diplomatic, frank, considerate, loquacious, deliberate, retiring, blunt, shy . . . Any one of these words by itself is inconclusive. But when you link a number of them together you can make a complete and accurate picture of any man. In Section 2 of the report we see the rater's column and the endorser's column, and twelve particular items from A to K. These seem to be self-explanatory, but there is actually much confusion about them.

The six columns run from lowest to highest: "unknown," "not want him," "take a chance on him," "happy to have him," "prefer him to most," and "particularly desire to have him." The most misinterpreted column is "happy to have him." Does "happy to have him" mean "happy to have him"? I wonder. One recent interpretation I received from an officer was, "Well, that means I'll take a chance on him." Aren't there some more descriptive, *positive* iron-clad terms that could be used for this column?

UNDER Section 2 is column K, referring "to comment and or clarify above rating as deemed necessary," which also says, "include those qualities of value to the service." A recent change in Army Regulations says this column should be used to express an opinion, where necessary, of whether the man being rated is economical in the use of supplies and equipment. In view of the cost-conscious policy now in effect, and which as far as the Government is concerned has been in effect all along, it is now necessary for the rater to put a comment in this column which is generally either *derogatory* or *complimentary*. This item is very important; but it has quite possibly been ignored by many rating officers. Also, many of the officers rated do not place much value on this particular column.

Section 3B is quite controversial. The instructions say: "In the event of immediate mobilization, what is the highest level of performance you could expect from the rated officer? Read all descriptions and place a heavy X in the box opposite the best description." The seven columns run as follows: (1) "would give an inadequate performance at the next higher level"; (2) "would give fairly adequate performance at the next higher level"; (3) "would give a competent and dependable performance at the next higher grade"; (4) "would

give an outstanding performance at the next higher grade"; (5) "would give a fairly adequate performance at two grade levels higher"; (6) "would give a competent and dependable performance at two grade levels higher"; (7) "would give an outstanding performance at two grade levels higher." This section seems to be the one that gives rating and endorsing officers the most trouble. Which do you think is the greater compliment: "Officer X would give an outstanding performance at the next higher grade?" or, "Officer X would give a fairly adequate performance at two grade levels higher"? I don't know, and neither do a great many other officers. Many feel that the first description is the most complimentary. But as far as I know in whatever scoring efficiency reports are subject to, the last compliment is recorded as the higher.

SO much for the present efficiency report. But do raters and endorsers actually know *how* to use the efficiency report? Do they exploit it to its full advantage? Recently I discussed with one field-grade officer the report I planned to render upon him in the next two or three months. I talked to him from notes I had on a draft efficiency report and outlined exactly what I thought of him. When I got through he said, "Colonel, that's the first time in my career that anyone has sat down and talked to me about my efficiency report!" He had been in the Army eleven years and no one had troubled to point out either his good qualities—or his bad

ones so that he might correct them. Within two weeks this man had taken action to correct the derogatory remarks I had made.

Do raters and endorsers customarily sit down this way with the people they are going to rate? And not just before the report goes in but several months beforehand, so that they can have a full and free opportunity to try to correct any bad traits of character or any lack of attention to duty? Believe me, from my own experience the rated officer will *welcome* any constructive criticism the rater and the endorsing officer may have.

Hesitancy over calling in the individual and laying it on the line undoubtedly springs from a very fine quality—that of not wanting to judge other people. However, it is our bounden duty to do so. Our oath of allegiance to our Constitution involves that we must, where necessary, judge for the purpose of bettering our subordinates!

Many apparently prefer to pass silent judgment. They write up the report and send it in without telling the rated officer anything about it. Then some years later if the rated officer happens to pass through Washington, he stops and takes a look at his reports. There is just one reaction you have when you read derogatory remarks made about you several years before—disdain or even anger and ill feeling. That should not be. It isn't the intention at all! Let us show our subordinates that we have confidence in them and help them whenever we possibly can.

Section 3B

What is the greater compliment?

8. IN THE EVENT OF IMMEDIATE MOBILIZATION, WHAT IS THE HIGHEST LEVEL OF PERFORMANCE YOU WOULD EXPECT FROM THE RATED OFFICER? READ ALL DESCRIPTIONS AND PLACE A HEAVY X IN THE BOX OPPOSITE BEST DESCRIPTION.						
7. WOULD GIVE AN OUTSTANDING PERFORMANCE AT TWO GRADE LEVELS HIGHER						
6. WOULD GIVE A COMPETENT AND DEPENDABLE PERFORMANCE AT TWO GRADE LEVELS HIGHER						
5. WOULD GIVE A FAIRLY ADEQUATE PERFORMANCE AT TWO GRADE LEVELS HIGHER						
4. WOULD GIVE AN OUTSTANDING PERFORMANCE AT THE NEXT HIGHER GRADE						
3. WOULD GIVE A COMPETENT AND DEPENDABLE PERFORMANCE AT THE NEXT HIGHER GRADE						
2. WOULD GIVE A FAIRLY ADEQUATE PERFORMANCE AT THE NEXT HIGHER GRADE						
1. WOULD GIVE AN INADEQUATE PERFORMANCE AT THE NEXT HIGHER GRADE						

Spit and Polish

Smart personal appearance is achieved by paying attention to a lot of little details. The best summing up of all these details we have ever seen appears in a chapter of *Handbook and Manual for the Noncommissioned Officer* (cloth \$3.50, paper \$2.50), recently published by the Combat Forces Press. Here we present an excerpt from that chapter. Other excerpts will appear in succeeding issues.

Fit of Shoes and Clothing

A man should learn what sizes he takes in clothing and in shoes. A few rules of thumb are these:

Sleeve length. Raise the arm to the horizontal and bend the elbow 45 degrees. The cuff should hit at the wrist bone.

Shirt sleeves should be tested in the same manner and be just a bit shorter than the coat sleeve so as not to show.

Trouser length should hit about two inches from the ground in the back when you're standing with your feet a few inches apart. New khaki trousers should just clear the ground when you walk; they will shrink and you're likely to wind up with "high water trousers" unless you allow for this. Khaki trousers frequently have to be let out after the first season. If you put on weight your trousers will ride higher—so it's better to make your mistakes on the long side, just so long as they don't scrape the ground when you walk.

Trouser seat should be roomy enough for you to bend over without bursting a seam and fit closely enough so that you don't look like a sack of flour tied in the middle.

Shoes must fit in such a way as to hold the foot securely but not too firmly and to allow sufficient room for each part of the foot to function normally without discomfort. We are quoting from TM 10-228. If the shoe fits properly there will be no slipping at the heel and no back-



If it fits—wear it; otherwise don't

ward pressure to prevent the normal gripping of the toes or to cause weakening of the arch.

A soldier's shoe size is entered in his Form 189 (or in "her" Form 190). As an NCO you should be sure this information is recorded and that the supply sergeant doesn't feel so overworked he can't get the right size for your men. Every now and then you'll get a man with extra big, or

little, or wide feet who wears a non-tariff size and you'll have to go to special pains to see that he is supplied.

The TM prescribes that four points be checked in the standard shoe-fitting test:

Snug fit under the arch is determined by grasping both shoes over the instep, with the thumbs on the outer side and the fingers pressing firmly against the arch close to the outer soles on the inner side of the shoes.

Proper position of the ball-joints. Locate the ball-joint with the thumb of each hand. It should lie on the area approximately opposite the widest portion of the shoe, just ahead of the curvature of the outer sole into the shank under the arch.

Enough width across the ball of the shoe is determined by pressing both thumbs against the lower, inner and outer portions of the vamp of the shoe, then working each thumb slowly toward the center until the thumbs nearly meet. The shoe should be filled by the foot without apparent tightness or excessive fullness. Each shoe must be checked separately for width.

Sufficient shoe length is determined by pressing down on each shoe with both thumbs at the extreme toe end. There should be a clearance or space of at least a half inch between the end of the big toe and the end of the shoe. Each shoe must be checked separately. If the shoes have a hard toe-box, the proper length is determined by the proper position of the ball-joint, the fit under the arch and the judgment of the shoe fitter.

Socks can give you as much trouble as shoes if they don't fit properly. A tight sock will bind the foot and tire it. It will cut down on blood circulation and help cause trench foot. A sock that is too large will wad up and cause blisters.

Clothing and equipment shops are supposed to make minor alterations on issued clothing to improve the fit. You should know what you and your men are entitled to in the way of free tailoring and insist on getting it. The following things are definitely prohibited: alterations that will change the approved fit of a garment, such as getting a too tight body-hugging fit on jackets and shirts; alterations that are uneconomical as compared with the cost of the garment; alterations that would bring a garment down in size and fit to approximately the same size as a smaller standard tariff-size garment.

Care of Clothing and Equipment

Don't get the idea that there's anything sissy about knowing how to use an iron or a needle and thread. Under normal living conditions it is a woman's job to sew on shoulder patches, darn socks, mend tears and handle the laundering and ironing. Some armies take their women into the



Nice to have women with us in battle

field with them for these purposes, and other purposes which we won't go into here—as interesting as that might be.

But remember that the world's best tailors are men. The veteran soldier gets to be pretty handy with a needle and with an iron.

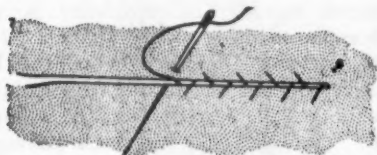
Usually you will be able to use tailors and cleaning shops—whether they are the QM's, C&E shops, the Quartermaster laundry and dry-cleaning plants, civilian shops or friendly natives interested in picking up an American dollar or C ration. It doesn't matter who does your laundering or sewing just so long as it gets done. You should learn how to do it yourself, remembering again that timely repairs and washing will make your clothing and equipment last longer, thus saving you money.

The name for the sewing kit is housewife. Various types are on the market but most of them are too fancy. Get yourself some sort of a little bag or box to carry the stuff in and make up your own. Get an assortment of needles. You'll find that the big thick ones are easier to thread but are harder to sew with. Thinner needles are worth the extra trouble in threading because they are sharper and you have less trouble sewing on stiff shoulder patches. For putting large buttons on something like a field jacket you should use heavier thread and larger needles.

Thread comes in thicknesses numbered from 100 (the very finest) down to about 8 (the heaviest). The PX will usually

have a fairly good assortment in the colors you'll need for uniforms. Sizes 50 to 70 are recommended in the sewing books for medium lightweight materials; most of our uniforms would fall in this general category—poplin, khaki and wool. Use a slightly heavier thread for sewing on buttons—size 30 or 40—and double the thread. For very heavy material such as canvas you can get a size 8 thread—you'll need this only for such things as leggings, web belts and covers for weapons and trucks.

Needles are also graded as to size; experts recommend size 7 or 8 for your size 50 to 70 thread; size 6 for the thread you'd use



Mending a straight tear

for buttons; and a size 3 needle for heavy material.

You might not suspect it to look at some soldier handiwork on buttons, shoulder patches and mending, but thread comes in different colors. If it is going to show, be sure to get a complete assortment of colors—o.d., suntan and the proper color for shoulder patches and chevrons. If it seems to you everyone should know this, just look around and see how generally it is ignored.

Pick up an assortment of the proper size and color buttons. Check the QM sales stores and the PXs first. As a noncom you'd better be prepared to furnish an occasional extra button to one of your men.

There's nothing really hard about sewing on a button. You could train an ape to do a passable job. But there are a few tricks. Assuming you have exactly the right button and the proper thread and needle, and are going to sew the new button right where the old one came off (or was shattered by specially built laundry machinery), here's how to do it. Experience will teach you how much thread you'll need—the tendency is to make the job unnecessarily hard by using too long a piece. Double the thread and knot it. Now, a button shouldn't lie actually flush against the cloth; you want to have a sort of stem of thread under the button as you sew. Here's how you do it. Place a straight pin across the top of the button so that your stitches will pass over it. When you've gotten the button securely fastened, pull out the pin. Then wind the thread around the threads between the button and the fabric to form this stem. Finish the job by bringing the needle through to the reverse side of the material, fasten the thread there by running the needle under and over the stitching several times, and cut.

In a button with four threading holes in it, cross your threads so that they form an X pattern or run them parallel, according to how the other buttons have been done. To give a button additional strength you can sew a smaller one or a piece of material folded into a small square on the back side.

To mend a straight tear, stitch back and forth as shown in the illustration. In this sort of work be sure you use the proper sized needle and thread. It's harder to do neat work with a needle or thread of too large size.

An L-shaped tear is much the same problem. Smooth the edges toward each other and work the same way as for a straight tear—start a little distance from one end of the tear and continue a little past the other. Make a couple of extra stitches at the point of the tear for strength. On light materials it's easier to put a piece of tissue paper under the tear while you're doing the job. The paper will tear away when you've finished.

Darning

Get something that resembles a darning egg to place under the hole and stretch the material into approximately the shape it'll have when you've finished the darning. (A light bulb does OK.) Don't trim the edges of the hole. Using small stitches, start about a quarter of an inch from the edge of the hole and work across to a few stitches beyond it on the other side, laying parallel strands of thread across the hole as you go. When you've filled the hole with threads going one way, turn and proceed the same way with threads at right angles to the first set. The only difference is that the second set of threads are to be woven alternately over and under the first set of threads (see illustration).

You want your darn to be as flat as possible so as not to rub a sore spot on your foot. For this reason, don't knot either end of the thread—the small stitching will hold the ends and will also allow for shrinkage.

If you do much of this sort of work, get yourself some darning thread and darning needles.

Patching

Some holes in uniforms will be too big to darn conveniently. In this case put in a patch. (But don't try to patch socks.) Cut away the ragged edges, and make a square hole along the threads of the fabric. Cut a patch about an inch larger than the hole. The patch will normally have to match; cut it from some part of the garment that is not visible, or get the supply sergeant to give you a piece of salvage. Baste the patch under the hole—that is, sew it on temporarily using large stitches that can be removed later. Then sew on the patch with the same small stitches used in darning, going back and forth across each edge of the patch and running about five stitches on each side past the edge of the hole. Reinforce the

corners by cross stitching. Then remove the basting and trim any loose threads.

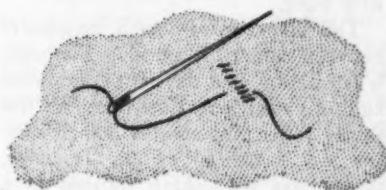
On dress uniforms you will probably want to have this sort of work done professionally—unless you get to be a real shark at it yourself.

Shoulder Insignia and Chevrons

At the rate we're going at this business of making a sharp noncom out of you, it won't be long before you'll be sewing on a new set of chevrons. Or maybe you have become so loaded with soldierly information that the first sergeant can't stand to have you around any longer, and you might be on the point of having to sew shoulder insignia of some new outfit on all your uniforms.

So here's the poop on that particular operation. Again, get the right needle and thread. To be sure you're not wasting your time by getting the insignia or chevrons on in the wrong place or crooked, baste them on with white thread. The object is to make the stitching as nearly invisible as possible. You can do this by using the right color of thread and by making short over-and-over stitches along the very edge of the insignia or chevron.

Be careful that you don't get a puckered



Darning. The first course of stitches has been completed. The second course goes at right angles to the first. There's no knot in the end of the thread.

effect. You will also have to be careful not to hook the material on the inside-arm portion of the sleeve with your needle. You can help avoid this calamity by putting a field manual inside the sleeve while you are sewing.

Pressing

A good outfit will have irons and ironing boards available. You can have your men chip in to buy the stuff. It will save money in the long run and it will certainly make them look better.

To press woollens, use a damp cloth between the uniform and iron. Applying the iron directly to the wool cloth will put a shine on the uniform. But khaki can be ironed by applying the iron directly. The main trick to ironing is to have the iron at the proper temperature for the particular fabric you're working with. Modern irons come with automatic heat controls.

Many squads buy steam irons because they do a better job. This kind is heavier than the ordinary electric iron. It is filled with distilled water (ordinary tap water contains minerals which will eventually clog up the little steam outlets).



*Give a doughboy a job and he'll do it—even if it's commanding
“incompatible” ammunition on a Japanese mountainside*

EXPLOSIVE ASSIGNMENT

Major Robert A. Scruton

LATE in 1950, along with several other line officers in the Korean pipeline, I was given a few hours of concentrated instruction in ammunition by Ordnance, and placed in command of one of their ammunition depots in Japan. I believe Ordnance was short of officers to operate their expanding enterprises; otherwise, I'm sure, they would have kept the business in the family. Only incidental is the fact that my letter requesting return to the Infantry was disapproved with vigor.

This alien, out-of-branch assignment has been thoroughly amusing, thoroughly frustrating, and the most educational kind of experience. I see now that this chance to see how another branch operates was beneficial to me. However, should you be looking forward to a technical discussion, I must refer you to the Ordnance Safety Manual. Even now, after fourteen months of operating a forty-thousand-ton depot, I am vastly ignorant of the niceties of the profession. True, my chief storage planner (also a doughboy) and I have somehow managed to avoid the more violent lightnings of the Ordnance Corps, but this is probably because the depot is highly inaccessible and higher echelons find it difficult to supervise us very closely.

We took over the depot on Christmas Day, 1950. My “staff” included two infantry captains and eight sergeants of assorted branches, all as knowledgeable as myself. There was no old commander to relieve, no turning over of papers—I'm certain that never before had Amer-

icans ventured so far up the wintry mountains of Japan. The place *had been*—and I purposely emphasize the verb—a Japanese naval arsenal, but it had fallen into so monumental a state of decay that not even a jeep could get over its roads. I had been assured, however, that properly repaired and properly planned, the place would hold about forty thousand tons of ammunition, and I must, I absolutely must, be ready to start receiving it “on or about 5 January.” I looked at the single-tracked railroad that had lost its battle with the rust and wondered if the Ordnance Corps intended to air-drop the ammo on us.

This impertinent thought was interrupted by a tearing, rending sound. The newly appointed executive officer had crashed through the apparently firm planking of our headquarters floor, a circumstance not in keeping with the dignity of his position. I remember that he climbed stiffly out of the wreckage, shot a look at the snow and the forests and the leaden sky, and issued an impolitic statement.

“Correct me if I'm wrong, gentlemen, but I believe the goddamned Ordnance had shanghaied us to Siberia!”

“Merry Christmas, Captain,” said one of the assorted sergeants.

It was funny, I suppose, but not so amusing that I could long forget that forty thousand tons of ammo I was to store according to the meticulous regulations of the Safety Manual, a copy of which would “be made available, when available.” Disconnected bits of knowledge ran through my head and, I'm sure, through the heads of the staff: “Explosive Limits,” “Class 7 and Class 10 Storage,” “Cubic and Spacial Factors” (Space, the instructor had said, is very important; if you figure your cube right, you'll get your space right), “Quantity Distance,” “Compatibility” (Some kinds of ammo don't like each other, like HE and WP, and can't be

stored together; incompatibility is a horrible offense),¹ “Code and Lot Integrity,” and “Dunnage.” I recall that I achieved a sort of classroom fame by inquiring of the instructor what he meant by “dunnage.” He had been talking about it at some length but I wasn't quite sure what it was.

“Dunnage!” he croaked. “Dunnage is lumber—I *told* you that. You use it to stack ammunition with. You never want to have any scrap dunnage lying around. It increases the fire hazard.”

Well, at any rate I knew what dunnage was, and I issued an order about it. “There will be no scrap dunnage lying around this depot,” I said, “because it increases the fire hazard.” The staff solemnly entered the order in their notebooks. You wouldn't think it a difficult order to enforce, but scrap dunnage is a ubiquitous thing. Higher inspectors invariably have been able to find some of it lying around, although I must say they once missed a whole magazine full of incompatible ammunition.

It was this incompatibility angle that bothered me most of all that Christmas Day. I had a monstrous sheaf of documents listing all the different kinds of ammunition we were to receive, ranging from eight-inch shell (to be stored as Class 7) to forty millimeter (to be stored as Class 4), and including several brands of chemical ammunition which are definitely on the outs with HE. As we toured the dilapidated magazines, trying to figure out a logical storage plan, I could visualize the true meaning of chaos. A maximum of advice was

¹Incompatibility actually means this: suppose you have HE and WP stored at the same site. You then have *two* different hazards in one place—the high explosive hazard and the fire hazard of white phosphorus. You can also have incompatibility within HE groups of ammunition. For example, separate loading shell, such as 155mm, can mass detonate, whereas certain kinds of 90mm or 105 howitzer, will detonate singly. Therefore, you would have incompatibility if you stored 155 shell with 90mm or 105mm.

MAJOR ROBERT A. SCRUTON, Infantry, was ordered to FECOM from The Infantry School late in 1950. But instead of commanding a battalion of infantry in Korea, he found himself an ardent and constant reader of the Ordnance Safety Manual. The hows, whys and whats of this surprising event he tells here vividly—and, as befits a doughboy, lustily.

needed, whereas it appeared that a minimum was intended.

The next day, though, I felt more kindly towards our Ordnance bosses. A captain of Engineers appeared with half a million dollars worth of machinery and began repairing the depot. A polite, gold-toothed little Japanese railroad expert appeared, bowed, accepted a cigarette, and begged permission to repair the railroad. A frock-coated representative of a great labor firm explained toothily that his company had been



"Some kinds of ammo don't like each other"

honored with our labor contract, that he was at my service, and would I drink sake with him? Twenty-five GMCs, complete, believe it or not, with tool kits, arrived for the depot motor pool. And a mess sergeant with the look of an excellent thief reported with pots and pans and a ton of food. Somebody at a higher level was coordinating.

LATER in the day further evidence that we were not a forgotten step-child appeared in the form of a civilian known as a Department of the Army Ammunition Inspector who arrived with a cowhide suitcase, expressed dissatisfaction with his quarters, but informed me that he had come to give advice.

"Did you say advice?" I asked him.

"Yes. I'm not supposed to interfere with your operation unless you do something wrong. Then I advise you against it. I wonder if you could give me a heater for my room?"

I didn't have a heater to give him, but we had a few drinks to warm him up. I drained him of advice.

"The first thing you want to do," he told me, "is tack up a lot of 'no smoking' signs. Then you want to prepare your fire symbols."

"Fire symbols?"

"Yes. You know. Ammunition with missile hazard has a number four sym-

bol on the magazine—that's because the fire department will know what it's up against if it catches on fire. Stuff with not much missile hazard, like powder, has a number three symbol, and so on. It's all in the book. You'll have to train your fire department. I wonder if you could give me some more blankets? Thanks. Now, what about your planographs?"

"My what?"

"Your planographs. You know. You have to make a storage diagram for each of your magazines. You figure the cube of the ammunition against the total cube of the magazine, making allowance for aisle and air space. The diagram is supposed to show where each lot of each code is. Watch out you don't go over your explosive limit. What about your waivers?"

"Well," I said, "what about them?"

He looked at me keenly. "Oh," he said, "you're not Ordnance, are you?" He sighed. "Well, I'll tell you, these waivers are a good thing. Sometimes you can exceed your explosive limits if space is at a premium. Right now it is. So if you go over your explosive limits, you write it up and send it to GHQ. If you have a good reason for the violation, they'll approve it and you're in the clear."

"Sort of passing the buck," I said.

"Sort of. By the way, what's your policy on overtime?"

"Overtime? Hell, we just work and keep at it till the job's done."

"In your case maybe, in my case, no. You see, I work only forty hours a week, but I'll be glad to log some overtime if you approve. The Colonel said it was up to you."

Perhaps I should have mentioned the colonel before this. About fifty miles away, down where civilization began, was a very wise and very tolerant lieutenant colonel of Ordnance whose unenviable job was over-all supervision of three depots much like mine, except that they were manned by Armor officers. I can only imagine what this colonel thought when all of us first reported to him, but he was to give us a lesson in leadership that I will not forget. He guided himself on the assumption that line soldiers will do a job if you give them the chance, and he did not harry us or supervise us to death. He would come out and look around, and what went on must have appalled him in the early days. On the infrequent occasions when we had done something right, he would tell us about it in such a way that you felt good clear

through. But he must have spent some sleepless nights, for it is an easy matter to blow up forty thousand tons of ammunition with ignorance alone.

BY 5 January the depot was in fair shape. The roads had become negotiable; we had hired and trained some former goatherds to drive the GMCs; our forty magazines no longer leaked; the labor force had moved in with tea-kettles and bags of rice; appropriate fire symbols atop the magazines warned of their particular hazards; a forest of "no smoking" signs cautioned smokers that their vice was a punishable crime; our thieving mess sergeant was producing an abundance of steak and pie; the Ammunition Inspector had a heater for his room; and I had forty planographs ready on my desk.

Everything seemed firmed up. I called a final meeting of the staff, but they were so tired of meetings that they had no questions.

"Well then," I said, "we'll just sit back and wait for the goddamn ammo."

While we are waiting for the ammunition, I expect I'd better tell you how our setup was supposed to work. The officers did the planning and watched over the safety factors, explosive limits, and the multiplicity of data ordained by the Safety Manual, which is a far cry from FM 7-10, Rifle Company, Infantry Regiment. The Ammunition Inspector walked around and gave advice, though he did no actual work at this stage. The laborers, under their foremen and the over-all management of the frock-coated



"I work only forty hours a week but overtime might interest me."

representative of their firm, hauled the ammunition from the railhead to the magazines and stacked it according to the planographs. When the ammunition was stacked, inventory people counted each round, because I had to account to the Colonel, who had to account to some very high wheels indeed. And the eight sergeants acted as pushers and struck the laborers on their heads with theoretical clubs if a tendency to goldbrick was observed. On paper it seemed a fairly simple setup, but I know now that I did not give

enough thought to the mechanics of the thing. It was the mechanics of the operation that damned near drove us nuts.

The first increment of our forty thousand tons puffed into the depot about 1800, 5 January, and I went down to the railhead to observe the disposition of my forces. The railhead officer had marshalled his goatherd-operated trucks, the assorted sergeants were diligently cussing the grinning little laborers, and ammunition of all kinds, sizes and shapes was pouring from the railcars to the GMCs and being shuttled off to its predetermined niche in the magazines. That is, I hoped it was going to its predetermined niche.

"How's everything?" I asked the railhead officer, who, in defiance of his rear-echelon job, proudly wore his Combat Infantryman Badge at all times.

"Just fine," he replied.

"That R2BLA," I said, pointing to a truckload of 155mm shell. "Don't forget to store that as Class 7."

"Right," he said.

In case you'd like to know what I'm talking about, what I meant was this: Stored as Class 7, the R2BLA (a code for 155 shell) would have not more than 15,000 pounds of explosive per stack, and each stack would be separated from others in the magazine by 47 inches. The theory is that if one of the stacks blew up, the whole magazine would not necessarily go, in view of the limited explosive content per stack and the distance between stacks. Stored as Class 10, however, which calls for much less space between stacks, the entire magazine would go. Class 10, as you can see, increases your storage space but also increases your hazard. Ordnance is very safety-minded and leans toward the lesser hazard, but sometimes overriding considerations of space would force them to violate their own concepts and then they would be very unhappy and strive to get themselves off the hook with waivers.

"... that R4FSB," the railhead officer was saying, "is mixed up with the R4HIM. Not our fault; came in that way. I'm segregating at the railhead. O. K.?"

"Fine thing," I said. "How's your PIEAA?"

"You mean the 155 without the supplemental charge?"

"Right," I said.

"Seems O. K. Few grommets missing, though."

"We'll have to fabricate some locally," I said, remembering a directive I had received on the subject.

"Right," he said.

"Watch your scrap dunnage," I warned him.

"Got it under control," he said.

We talked glibly in veteran ordnance for a few minutes, and then I told him I was going to bed. "Call me if anything goes wrong."

"Right," he said.

I was awakened several hours later by one of the sergeants. "Been a foul-up, Major; captain says you better get up."

It was a foul-up all right—the worst sort of mess. It had started when three of the goatherds overturned their trucks into the rice paddies. While the rail-



"J---- C----- on the mountain! Look!"

head officer was getting this straightened out, his guiding hand had, of course, been absent from the railhead. Whereupon the Japanese foremen had decided that our planographs were illogical. For two hours they had been storing the 155 shells as Class 10, had saved, of course, considerable space, and had proudly brought their achievement to the attention of the railhead officer just as he was winching out the last of the trucks.

But this was not all. The Japanese foreman had also decided to store the 4.2 HE Mortar (R4NAB) with the 4.2 WP Mortar (R4NBA)—a horrible case of incompatibility. After all, they explained, the codes were almost the same, and why waste time segregating them into different magazines?

It is futile to cuss Japanese. The more you rave, the blanker they look and the lower they bow. Besides, you lose face when you lose control. An attitude of imperturbable dignity, I've found, is the best way to deal with them.

"Never again," I told the foremen, as they clustered around us, "never again do I want you to change our plans. Do you understand?"

"Hai, hai!" they said in chorus.

"If you change our plans," I went on, "everything will get very confused and

the Taisho (general) will be very angry."

"Hai, hai!" they chorused understandingly, for most of them had been in their army.

"But," I continued, "we are not gods. We may make mistakes. If you think you have a better plan than ours, please come and see us about it. But come and see us first. Do you . . . ?"

"J---- C----- on the mountain!" said the railhead officer fervently. "Look!"

I looked. Up the railhead a couple of hundred yards, alongside a stack of eight-inch shells crammed to the fuse wells with TNT, was a crackling bonfire of scrap dunnage. Gathered round it was a gang of laborers boiling tea, some of them squatting on top of the shells. Eternity was staring us all in the face.

I must admit that my attitude of imperturbable dignity deserted me when the laborers explained the reason for the fire.

"We were cold," said a spokesman, bowing. "It is very cold in Japan at this time of the year. We must heat tea to warm our bodies. Besides, you gave permission to burn the scrap."

"In your goddam tea shack I said it was okay to burn it!" I shouted at him. "Not on top of the bloody ammo, you damned goon! You want to blow the place up?"

"TNT," replied the spokesman with irritating dignity and some truth, "must get very hot to explode. Our fire was ten shaku (feet) from the bombs and was therefore safe in our way of thought. However, all is clear to us now, and we are sorry to make you angry. In the future we will make our tea and burn the dunnage in the tea house you have so kindly given us to eat rice in."

"Damn right you will," I said, only slightly calmer.

"Worst mess I ever saw," observed the Ammunition Inspector, who had been inspecting activities. "Worst in all my experience."

"Well goddam it," I snapped at him, "you're on overtime till you get it straightened out."

It was a profane night—the first of many.

The Colonel had lunch with us the next day. He took the news calmly, and it seemed to me that I was not entirely in the doghouse. Was that a twinkle I saw far back in his eye?

All he said was, "Well, get it cleaned up. Watch your operation closer than

you've ever watched anything before."

He got up, went out to his car, and drove away. It was a wonderful opportunity to find fault, but he resisted it. Yet somehow I knew that I had better not let the same mess happen again. Other mistakes, yes, but not the same ones.

AND there have been other mistakes, of course, but not the same ones. With Ordnance, two strikes is usually out—you can't afford to have it any other way with ammunition. The multitude of regulations Ordnance has devised for the safe receipt, storage, and shipment of explosives often seem petty and over-cautious—product of ambitions pen of idle staff officers. But the more you deal with ammunition, the more you recognize the reason for it all: nothing more, nothing less, than total safety in a sensitive business; nothing more, nothing less, than getting the ammunition to the combat troops in the best possible condition. The fact the Ordnance was able to supply gigantic tonnages to Korea at short notice and on time, with makeshift personnel and yet safely, is a tribute to their system.

I remember well a recent inspection of my depot by a high-ranking expert. I was confident and a bit cocky, because not only was I compatible all over—no mean feat—but there wasn't a speck of scrap dunnage in the place. I expected high words of praise and I got—deflated.

"Your depot is in fair shape," he pronounced, "but I'm not going to give you a passing mark. You don't have calcium chloride in your fire barrels."

Calcium chloride, he went on to explain, would keep the water in the barrels from freezing. "If you had a fire in one of your magazines," he said, "the only chance you would have would be to put the fire out quickly. You wouldn't have time to break the ice in the barrels with an axe you probably couldn't find."

WELL, I still think ammunition is something you fire from a gun. But if at any future time I find myself firing it instead of supplying it, I'm going to pause just a second and think of that poor wretch of a depot commander way back behind the lines and up to his ears in scrap dunnage. And I'm going to wonder if he was compatible. And I'm going to wonder if he had calcium chloride in his fire barrels.

He probably will have. Otherwise it is just possible I won't get the ammunition I want, on time. Ordnance doesn't intend to let that happen again.



REPORTS AFTER ACTION

The supporting arms and services in Korea

THREE RIVER CROSSINGS

Narrator: Capt. Richard P. Lepke

Historian: Capt. John G. Westover



After a series of long moves and fights around the Pusan perimeter the 3d Engineer Combat Battalion, 24th Infantry Division, was in a rest area at Kyongsan on 17 September 1950. I commanded Charlie Company. At 2300, the battalion staff and company commanders were summoned by the battalion commander, Lieutenant Colonel Peter C. Hyzer. He told us that we were to make a series of assault crossings of the Nakdong River, carrying the entire 24th Infantry Division. The operation was to jump off at 0245, 19 September 1950, south of Waegwan and northwest of Taegu.

Able and Charlie Companies were to get the tough job of carrying the two assault regiments of the 24th Division. Able would carry the 19th Infantry while Charlie would be responsible for the crossing of the 21st. The regiments would cross the Nakdong simultaneously, some six miles apart.

At the time of this meeting, not even the battalion commander had had an opportunity to make a reconnaissance or view aerial photos of the crossing area, even though the operation was to begin in some twenty-seven hours. The battalion had no assault boats although we were promised that they would be delivered to the crossing sites by corps engineers. But we would receive one boat per company on the following day to familiarize the men with the equipment.

A few days before this order was is-

THIS IS ANOTHER in the series of after-action reports covering the work of supporting arms and services in Korea, prepared by Army historians through interviews. They are published in the **COMBAT FORCES JOURNAL** by permission of the Office of the Chief of Military History, Department of the Army.

sued we had received 100 Koreans per company as replacements. A training program had been started for them but not much progress had been made because of our constant preoccupation with combat. All communication had to be channeled through their interpreters or through one of our noncoms who spoke fluent Korean. The infantry regiments also had Korean fillers.

None of the engineers had received any assault training in Korea, and many of the men who had received such training in Japan were now casualties. Probably not more than ten per cent of the U. S. soldiers in our companies had launched an assault boat since basic training. Likewise the infantry was without assault river-crossing experience. Nor was there time for much coordination between the engineers and the infantry. Our Korean replacements had never even seen an assault boat.

THE next day, while the men were familiarizing themselves with the one boat each company received, the company commanders and key officers of the battalion staff joined the infantry in making a reconnaissance of the Nakdong. Our reconnaissance party was much too large; six jeeps and twenty people. Near the river bank we came under enemy observation and received some mortar fire. No one was injured.

CAPTAIN RICHARD P. LEPKE, Corps of Engineers, is now on the faculty of The Engineer School, Fort Belvoir, Virginia. He was interviewed at Fort Belvoir on 20 September 1951 by CAPTAIN JOHN G. WESTOVER of the Office of the Chief of Military History.

The engineer battalion was bivouacked twenty-five miles from the proposed crossing sites. The route to the crossing sites crossed the Kumho River, but all of the bridges had been blown. An underwater (sandbag) bridge that had been operated by the North Koreans was being used by our troops. Unfortunately, it would not handle light vehicles because of the depth of the water and all jeeps had to be carried on a small ferry.

As we returned from our reconnaissance we found traffic east of the ferry backed up for a couple of miles, bumper to bumper. The road was only one and a half lanes wide and the heavier vehicles were unable to move to the underwater bridge until the jeeps of the column moved on to the ferry. These were 24th Division vehicles moving up for the crossing, mixed with vehicles of corps engineers (repairing the underwater bridge), and a scattering of trucks from other units.

On return from the reconnaissance at 1700, I found Charlie Company loaded and ready to go. Attached to us for this crossing was a platoon of Baker and one of Dog. Since we had only our organic personnel and equipment, and carried no assault boats to reveal our intentions, we were allowed to move during daylight. We moved independently of battalion.

There was no traffic control but we moved normally until we approached the ferry. Then we had to move slowly and we lost a full hour. Still we reached our initial assembly area near Naksandong by 1930.

I left Charlie Company in defilade and moved forward to the crossing site with the two platoon leaders who were each to be responsible for the moving of an assault infantry company. We planned to cross the two companies abreast, about a hundred yards apart. I showed the lieutenants their sites, found an abandoned foxhole near the river which I claimed as my forward CP, then returned alone to the company.



I had to infiltrate the company out of the initial assembly area for it was not quite dark and on one flat stretch of the road enemy mortar fire was being concentrated. We closed unharmed in our forward assembly area at 2100. It was an apple orchard just 300 yards to the rear of the crossing sites. A prominent house nearby came to be a favorite target for artillery fire next day.

The Nakdong River at this point was some four hundred feet wide, and had a moderate current. The river bank at one site was a sheer drop of some seven feet. This was cut down by the 2d Platoon after dark. At the second crossing point the bank was cut by a path which led to the beach. From the bank to the water's edge was a flat sandy beach some 100 yards wide, punctuated only by some abandoned tactical wire. The beach was not strong enough to hold vehicles.

I assigned the 1st Platoon to the first crossing site, the 2d Platoon to the second site. The 3d Platoon was to unload the boats when they arrived and to organize the infantry into boat crews. To the attached Baker Company platoon I gave the job of laying a pierced plank roadway (of airstrip type) over the near beach as soon as the first wave was landed. This would facilitate jeep-ambulance and ammunition traffic. The attached Dog Company platoon was to

sit by in reserve and await orders.

THE infantry started arriving in the final assembly area at 2300 and closed in the area by 0100. We had plenty of time to break them down into boat crews and give them elementary instructions, for the assault boats still had not arrived.

The infantry regimental commander was much upset over the delay but there was nothing we could do. I saw him talking to Lt. Colonel Hyzer several times and I know that messengers were sent out to try to locate the missing boats. At one time the regimental commander mentioned calling off the attack for it did not appear that the crossing could be made during the dark.

Finally, at 0400, the twenty-eight assault boats arrived. They were loaded both on pole-type trailers and in the beds of 2½-ton trucks. It is hard to unload an assault boat from the bed of a truck and this slowed down the operation. Worse, however, was the disappearance of the drivers as soon as the trucks halted. We had to rout out our own drivers to spot the trucks and trailers.

After all of the boats and their engineer crews were lined up along the road near the river bank, the infantry came forward. Daybreak came as the first wave was on the water. There was no enemy fire at first, but as our boats reached the center of the stream an extremely heavy volume of small arms fire hit them. Mortar and SP fire began to strike the near bank and the assembly area.

Apparently our simple instructions had not been understood by the Korean infantrymen for they refused to disembark on the far shore, and a few returned to the near shore. Sergeant Weir broke the stock of his carbine over the hand of one man to get him to release his hold on the guide rail.

As soon as the infantry landed on the far shore, the boats immediately began



The third crossing. Engineers from Company C, 3d Engineer Combat Battalion, ferry across doughboys of the 5th RCT.

the return trip. Eight of the twenty-eight assault boats did not make it back. In some cases the current carried them too far downstream and the inexperienced paddlers could not control them. In others, the boats were so riddled by fire that they sank and their engineer crew returned in other boats. Of the Korean engineers who went with the first wave, none was known to return. Maybe they misunderstood their mission and stayed with the infantry. Maybe they drowned, for we had no life jackets. Later when we tried to round up all of our Koreans for replacement boat crews we could locate only twenty-two of our original hundred. Many had just conveniently disappeared for a short time, however.

As the returning boats reached the near shore, the enemy turned his fire on the second wave that was moving to the beach. These infantrymen took cover on the beach by laying on their stomachs near the water's edge until Sergeant Weir called for them to get loaded and help their buddies on the other side. Hearing this, one sergeant jumped up and yelled, "If the engineers can stand up and take it, so can we!" To a man the infantry loaded up.

As soon as we counted our boat losses we sent an urgent request to battalion for replacements. In an hour we received sixteen. We also got a boat-repair detachment which was attached to battalion for this operation—but these men claimed they had no equipment with which to make repairs. Only the sergeant had enough courage to leave the cover of the orchard and go onto the beach to survey our damaged equipment.

The fire on the near beach made it impossible for the platoon of Baker to lay its roadway. Some self-propelled guns kept firing on our assembly area and beach until 0930.

The infantry on the far shore reorganized quickly but had strong resistance from the enemy. Our artillery helped and so did the Air Force. When the planes began to use napalm some of the North Koreans panicked and ran.

The fighting on the far shore lasted about thirty minutes. The infantry carried air-identification panels on their backs and we could see little envelopments and assaults taking place. Our men were aggressive and they moved right up to the enemy without hesitation. Soon we watched the panels moving up the draws, over the crest, and out of sight.

We kept crossing the infantry until

well into the afternoon. By that time we had crossed two battalions of the 21st Infantry and were working on the third. The crossings had cost my company forty-two men, only eight of whom were U.S. troops. It cost the 21st Infantry six killed and fifty wounded. What happened to these men I don't know for we had no time to locate the missing after the operation was over.

At noon, while we were still paddling the 21st Infantry across the Nakdong, I was alerted for another crossing. Charlie Company was selected to cross the Nakdong again that very evening—this time carrying the 5th Infantry above Waegwan. We were selected as we were the only company in the battalion assembled at one nearby site. Dog Company was to take over our present operation and support the 21st Infantry on the far shore.

I took my executive officer and one sergeant with me on a reconnaissance of the new site. We joined Lt. Colonel Hyzer and some of his staff officers, and proceeded to Waegwan where we met the infantry regimental commander, Colonel Throckmorton. Colonel Throckmorton told us that his regiment was clearing the bank of the Nakdong as far north as Hill 303, where he was to make a juncture with friendly troops. Hill 303 was the commanding height but it was not yet taken. In any case it would be necessary to cross at least one battalion that night, even if the east bank was not cleared of the enemy.

The attack was parallel to the river bank and Hill 303 was some ten miles north of Waegwan. I was given leeway to select the crossing site anywhere in this ten-mile zone. I moved my small party to the rear of the lead company of the 5th Infantry. We had to hit the ditch several times when the enemy put up small bits of resistance.

At 1430 the infantry still had not reached Hill 303 so I decided that to get a daylight reconnaissance I would have to select a crossing site somewhere between my present location and Waegwan. Two miles north of town I found a site where the banks, turn around, assembly areas, approaches, and the far shore looked pretty good. By radio I ordered the company to meet me on the road, and I started back to Waegwan.

In Waegwan I learned that the 21st Infantry, which we had crossed that morning, was moving along the far shore of the Nakdong. This meant that we could make an administrative crossing. I inspected a blown-out bridge in Waegwan and decided that this would be a good site. Charlie Company

reached town almost as soon as I did, and the boats were delivered to us by corps engineers within another thirty minutes. By 1700 or 1730 we began to land the infantry on the far shore. We improvised a ferry and began moving men, jeeps, and equipment on it. We had one battalion across within forty-five minutes.

Our company kitchen was set up in an orchard in Waegwan and we fed the men in shifts. But before I got a chance to eat, I was ordered to cross the other two battalions of the 5th Infantry some eight miles north of Waegwan, near Hill 303 which we now held. I moved out to make a reconnaissance before it was completely dark.

A site was selected, but as the infantry seemed in no hurry to cross we held off till the following morning, the 20th. We continued to operate the ferry at Waegwan all night of the 19-20th and left one platoon in Waegwan for that purpose. The other two platoons moved up to the new site.

In the crossing of the following morning our site was defiled, we had infantry on both flanks to give covering fire, mortars were emplaced, tanks and SP guns were registered, and the air support was excellent. The Air Force bombed and strafed a village near the crossing site and maintained armed reconnaissance overhead. The crossing was unopposed.

We crossed two battalions before noon and I loaded my men to move on. I reported to battalion in Waegwan—hoping we could get some rest. Instead we were ordered to support the 19th Infantry in an attack on Sangju. We gave general engineer support in this operation. The encounter was brief for the enemy was surprised by the flanking attacks which our river crossings made possible.

Within three days Charlie Company had received orders, planned and executed three river crossings, supporting two different regiments. In the same period it had given general engineer support to a third regiment in attack.

The normal time to plan a river crossing is usually a week. In the crossing of the Ruhr River in Germany, my engineer battalion had three months of preparation.¹ There we had actually formed the exact crews and carried the same groups of infantry in "dry run" crossings of a similar river under similar conditions. How different it was in Korea!

¹2d Platoon, Co. B, 121st Engineer (C) Bn, 29th Infantry Division.



First

Jump

Lieutenant Mac Cook

SO this was it! The day dawned clear and blue
And each prospective trooper knew the fear
That only troopers know at times like this
When weeks of toil and sweat (and secret tears?)
And blistering Georgia days and Georgia dust
Were half-forgotten in the thrill of this—First Jump!
The one big question each man asked himself
Would have an answer now; and all the hours
Of patient drill and endless, hated push-ups
Now would find their pay-off in the sky—
But back to earth, and breakfast first of all.
They ate, and joked, and wished each other luck.
They polished boots, the troopers' prize and joy,
And loudly doubted whether this or that
Companion would quite make the grade, and offered
Mock suggestions not designed to soothe:
"You say you're makin' sick call now, old man?"
"Don't lace them boots too tight. I'll want 'em when..."
"Fall out! Let's move! What makes you men so slow?"
The oft-shined brass now glistens, row on row,
And stern-faced sergeants (sadists, some would claim)
Inspect their men; and woe to him who moves!
("Git down and knock out ten there, soldier. Quick!")

THE long green lines move out, and silent now,
Except for steady, rhythmic marching sounds
And often: "Hup-Hoop-Heep-Horp"
And "Give me ten, damn quick there, soldier. You!"
The even "slosh" and "clank" and "clank" and "slosh,"
As cup met cool canteen at swaying hip;
And deep inside the silent, marching men
A quiet confidence was born, and pride,
As each man knew the time had come to prove
Just how much grit was mixed with common clay.
Erect they marched, all volunteers, and then—
"Route step!" the briefing shack, and "Guide in here."
The major's face seemed sad, a trifle bored;
His phrasing flat (how many times he's made
This speech before!) "Live jump—twelve hundred
feet—

LIEUTENANT MAC COOK, Corps of Engineers-NGUS, is a member of the District of Columbia National Guard and a teacher in the Arlington, Virginia, public schools. He served as an enlisted man in an engineer outfit in Europe during the Second World War and was commissioned in the ORC after the war. He attended jump school at Fort Benning in the summer of 1950.

The first of five—a tap-out—eight man stick . . .
 A few polite inquiries from the floor,
 A solemn parting nod—and now to work!
 As half an hour clicked off the hangar clock
 Long lines of smelling, sweating, swearing men
 Walked to and fro beneath the long tin roofs.
 Like rows of undecided ants they moved,
 First grabbing main 'chute here, and there reserve;
 The fitting, and the moans and groans, and "Move
 along."

And back again, and testing, ten times ten.
 So now they sit and wait and smoke, and think
 Of why they asked for this damn foolishness,
 But feeling not one man would quit, not one.
 Nor could one man explain to earth-bound friend
 Just why he ever chose such fool's delight.
 "This stupid harness cuts my crotch to hell . . ."
 And thoughts and voices blended oddly now,
 And past and present fused as time ticked on:
 The square-jawed sergeant's off the cuff remark,
 "Show me a man that says he's never scared
 When jump time comes, and I'll show you a liar!"
 And tales of fatal falls and riser burns,
 And slips and turns, and panels blown to rags;
 And PLFs and double-time galore
 And Phenix City's charms, and letters home—
 And now two cigarettes are gone, and time
 Is gone as well. The men, like giant frogs,
 Hunchbacked and pregnant, walk with bowlegged
 stride
 And climb, with labored breath, into the craft
 And disappear, each wrapped in quiet gloom.
 The wall-bound bucket seats, in long twin rows,
 Received them now, and down they slumped in turn
 Amid the straps and rings and swinging things
 'Neath metal grooves and rails and arches.

THE troopers idly eyed the "boxcar's" crew
 In business-like pursuits: a line secured,
 Some gadget twisted here, a final check—
 And all at once a thousand Model Ts
 From somewhere near began a frightening roar
 And now the fuselage with chills and trembles
 Quailed, and someone shouted, "Safety belts!"
 The taxiing plane, still straining to be free,
 Pressed forward in an all-out hurtling thrust,
 And raised itself, with unsuspected ease,
 Above the runway's flat extended arms,
 Climbed upward through the haze, and sailed away.
 Inside the plane, the fledgling jumpers wait,
 Aloft at last, each deeply plunged in thought;
 A dim half-light revealed the toothy grin,
 The reassuring nudge; but mostly taut,

Impassive men sat—grim, resigned, and still;
 Their chin straps tight, and muscles too, aware
 That here was Airborne—with the glamour gone.
 One trooper wondered gravely if his prayers
 Might more effective be above the earth—
 At least twelve hundred feet removed toward heaven;
 And all, with apprehension ill-concealed,
 Glanced toward the open door from time to time
 And saw the speeding misty green and blue,
 And sensed there, too, supreme reality.

AND now the tall jump-master craned his neck
 To brave the rushing air and stare below.
 He looked, with casual, calm, and practiced eye,
 Until, content with what he saw, he rose
 And yelled above the deafening din—"Get ready!"
 A conga line of men, on shuffling feet,
 Now moved as one, the waiting done at last.
 In rapid-fire sequence now commands
 And shouts transcend the motors' roars.
 "Stand up!" "Hook up!"—"Your silk is showing,
 boy . . ."
 "Now keep that elbow high!" "Equipment check!"
 And each man bets his life his partner checks.
 "Sound off!" And loud "OKs" reverberate.
 "Is everybody happy?"—then, "Hell yes!"
 And Number One assumed position there,
 Right at the door. The sergeant on his knees
 Still looking down, his hairy arm still barred
 The door, and Number One tried vainly now
 To watch the tattooed girlie on the arm
 And thus ignore the landscape far below—
 "Go!" And ham-like hand met buttocks hard,
 And Number One, head down, eyes open wide,
 Jumped into nothingness—He counts and waits . . .
 And waits . . . and waits . . . and then the sickening,
 welcome
 Violence of the opening shock . . . and stars!
 The drop zone far below, the tiny jeeps,
 And toy-like soldiers there; all seemed unreal
 And yet quite real indeed. And then the air
 Was filled with blossoming nylon, mottled green,
 And all was peaceful now, except for shouts:
 "Slip left," and "Look around," . . . the plane was
 gone,
 The 'chutes swayed gently as they fell to earth;
 The ground loomed larger now, and rising fast,
 And—Crash!! Another jolt, but welcome, too.
 It's nice the ground was plowed—Oh, yes, the ground;
 How good it felt, to rub the shoulders there,
 And smell the earthy smells. He lay and laughed
 Inanely at the sky—then rose and brushed
 His dusty, baggy pants, and trudged away.



★ CEREBRATIONS ★

Our literate cocktail-hour tacticians stand to receive as much as \$10.00 for their contributions to this department. However, the price for those "dashed off" with scant consideration for the rules of composition and rhetoric will be much less. Hold them to four or five hundred words and type them double-spaced.

Snafu in Career Planning

Career planning for officers in the Regular Army can be likened to the weather. Everybody talks about it, but no one does much about it.

The greater portion of the programs as outlined in Technical Manual 20-605 (Career Management for Army Officers) cannot be implemented during periods of expansion or during actual hostilities. But some of it can be carried on regardless of the situation, and in most cases, all of it could be followed in times of peace or static situations.

I wouldn't argue that all officers should be rotated in assignments, regardless of the situation, but this should be done in most branches, especially those arms and services that deal with troops.

Company grade officers should become more thoroughly familiar with all duties performed by their branch before they are considered for promotion to field grade. It is a detriment to the service to have an officer become a specialist while he is still a lieutenant. It will hurt his own career, too.

A new major, Regular Army, should be capable of performing every duty within a battalion of his branch including those of every staff officer.

The secret of a successful career plan lies in the hands of battalion and regimental commanders, and perhaps division commanders. It takes a conscientious and open-minded commander to assign an inexperienced officer as his S1, for instance. This decreases overall efficiency at least temporarily. But with careful guidance this can be overcome.

A unit, in time of peace, is a proving ground for future leaders. Until this is widely recognized, we will have no career plan, and the career ladder as pictured in TM 20-605 will be a ladder without rungs. Some unit efficiency must be sacrificed for individual proficiency.

An officer cannot learn how to become a battalion S2 or S3 by reading manuals. He can learn only by doing. No one can learn to be a motor officer by reading the driver's manual and dropping around to visit the battalion motor pool.

Both Regular and Reserve officers on extended active duty should be rotated. Assign an officer as S1 for three months, then reassign him to another staff job, such as S4, for three months. Then, if possible, assign him back to a company for three to six months, and then perhaps to an assignment as S3. Under ideal conditions, this last should be for at least twelve months. The officer would then have an all-around perspective, and he could go to another battalion with enough experience to handle any assignment commensurate with his grade. To keep him qualified, this system of rotation must continue.

Most headquarters build up a big overhead of highly competent specialists, but how many more could be more profitably assigned throughout lower units. A highly trained man at headquarters may be very helpful in expeditious handling of staff work, but he may be of inestimable value as a lower commander.

Let me relate the experience of one Regular Army officer. Before World War II he was a battalion sergeant major. In 1942 he was discharged as a master sergeant and appointed warrant officer in an administrative field. Overseas, he received a direct commission while in a large headquarters. On returning from overseas, he joined a similar staff section in the War Department. At the beginning of the integration program, now a 24-year-old first lieutenant, he applied for integration but was not accepted, presumably due to lack of troop experience. About a year later, he went to a battalion on a competitive tour, but found himself in two months' time a battalion personnel officer. There was no one else around, apparently, qualified for the job. Then in a couple of months he was assigned to a company—for the first time since his commission four years earlier.

Four months later this officer was given command of a company—but just two months after that it happened again. He was made battalion adjutant. He was still on competitive tour; but to keep within the letters of the regulations (never mind the spirit) he was given primary duty as headquarters company

commander. After five months as battalion adjutant, he asked for and got a company again. A little later he received his commission as second lieutenant, Regular Army.

In conformance with regulations this officer now went to a combat regiment for two years of troop duty. His first job there was to activate a new company, which he commanded for five months. Then, alas, history repeated. He became the regimental adjutant, until he went to the Infantry School. Now a captain, he was soon ordered overseas as an Infantry officer, MOS 1542, with only ten months (five months in basic branch and five months in detail branch) company duty to his credit. Is this career planning?

Reporting overseas, he reverted to his permanent branch and asked for combat duty with a company of his branch. But where was he assigned? In the staff section of his branch at the Army headquarters.

Someone, somewhere is not monitoring the assignment of company grade Regular Army officers as it ought to be done. The battlefields of Korea should be used as training grounds, if nothing else is gained from Korea. The officer whose career I've outlined was told that company duty was out of the question for him, because people with his staff and administrative experience are hard to find. I think that I have explained why.

Now our captain is thirty years old—twelve years' service with a permanent commission of first lieutenant. Will he finish another overseas tour without company duty? Will he even get promoted into field grade without ever being in combat? What happens next? When battalion commanders or executives are picked, the first thought is—how much troop duty has he had? Our friend is a specialist, but not by choice.

I'm sure it is the ambition of every lieutenant to command a company, every captain and major to command a battalion, and every lieutenant colonel to command a regiment, and so on. Our entire concept of military service is built around the development of future leaders. It takes more than schools and books and special assignments to accomplish this. It takes closer control of the assignment of company grade officers.

CAPT. JOHN W. LIDDLE

What About the Sniperscope?

I arrived in Korea, fresh from three years at The Infantry School, as full of questions as the class wizard in an Ad-

vanced Course. To some questions pertaining to "school doctrine," I received answers that were more or less sensible—and sometimes favorable. To others, I got nothing except a stony stare that put me in the social category of a man who carries dandruff on his coat collar.

A favorite question of mine was: "What about the sniperscope? Do you use it?"

This was one of the cases where dandruff started falling.

"Sniperscopes? Sure, we use them. We've used them lots of time. Right now we use them and their power packs and carries to weigh down one of the quarter-ton trailers in battalion headquarters."

This was a shock to a man who, remembering jungle nights when he would have sold souls on the Black Market for something to peel the darkness from his eyeballs, had watched Infantry School demonstrations of the infrared devices with wonder and delight.

"You mean you don't like the sniperscope? What's wrong with it?"

They told me.

The sniperscope is too heavy and cumbersome. In an attack, especially over rough ground, it is too heavy for one man. The power pack and rack are an awkward encumbrance for a tired man trying to snipe. Should he get a little peeved and drop it—even easily—to the ground the delicate equipment goes out of order. It is entirely too burdensome for a night patrol where men have to move slowly and with great patience through woods and brush.

On a stabilized defensive line, the sniperscope should come into its own. Not so, say the Korea-wise men. Its usefulness is limited by its short range. In Korea, where fog or ground haze is a nightly plague, the range is much shorter. Undergrowth further limits the range. As a result the sniperscope is seldom effective as far out as the tactical wire. The infantry sniper and observer wants to see much farther than that.

The life of the power pack is too short. Use it all night long on an MLR and it must be recharged at least once before morning. So someone has to tote the batteries as far back as battalion, because the battery charger cannot be operated safely any farther forward. Many units keep the battery charger with the service company.

Other night illuminating devices are outshining the sniperscope—literally. Artificial moonlight, created by searchlight beams reflected off the clouds, is SOP



Sniperscope . . . useful as ballast?

across the Korean battle front. The performance of the sniperscope in real or artificial moonlight, drops to near zero. It is at its best on dark nights when the air is clear.

Flares of all sizes and varieties are preferred by the infantryman. These give him clear visibility, close in or far out, and he can use them when he most needs light. When issue flares aren't available, he devises flares and the expedients are more useful to him than the sniperscope.

He has, for instance, started fires a short distance in front of his positions, or soaked demolished Korean houses with gasoline and set them afire when the enemy came. Such blazes, properly placed, throw an attacking enemy in stark silhouette. Every division in Korea has at least one field expedient for flare action. They use shell cases, fuel oil, and numerous other materials.

Moreover, as any short-handed company commander will tell you, the sniperscope requires the constant services of a technician to repair and maintain it. This takes the man away from other duties. Also schools have to be operated to teach sniperscope repair and maintenance.

But condemning the sniperscope doesn't solve the problem of preventing night infiltration and surprise attacks. On-the-spot improvisation is fine, but technology can still help the man in the hole by taking the sniperscope (which is a fine basic idea) and making it lighter and less cumbersome, giving it more range, lengthening the life of the power pack, increasing the intensity of the infrared rays, and making the weapon sturdier. All this plus improved accuracy will make it a useful tool.

Big order? Sure. But so is sitting in

a hole at night, waiting, listening, wondering. . . .

CAPTAIN FRANK F. RATHBUN

A Reflection on Retirement

"Canteen Checks" as a subject has been replaced by "Retirement" ever since Public Law 810, 80th Congress, was passed. At the NCO Club Bar, the Post Exchange, or wherever old soldiers meet, sooner or later, and mostly sooner, the topic gets around to:

"How long you got to go for twenty?"

"You're lucky to retire at thirty-eight. I'll be forty-one."

"A guy is foolish to get out at twenty—now if you stay for twenty-one you get paid for twenty-two . . ." And so on until the next time they get together.

This phenomenon is not only peculiar to Regular enlisted men; the recalled Reserve officer, who is doing his damndest to get ten years' active commissioned service, is also highly aware of the twenty-year retirement. The recalled Reserve captain with more than eight years of active commissioned service is a very hard working officer indeed. And why not? After ten years as an officer he can reenlist as a private (or whatever rating they give him), ride out ten years more, and retire with a captain's pay.

The twenty-year retirement is here to stay. The screams, when the Hook Commission made its recommendations to knock it out, are still reverberating through the House and Senate. And if it is ever revised, the men (and women) who enlisted under its provisions will in all probability be able to take advantage of it.

The pre-World War II Regular rarely thought of retirement, except vaguely, and then only in the sense that it would probably never happen to him. Thirty years was a long time, and most of the admitted thirty-year men did not actually believe they would last that long. The topic of a shortened retirement cropped up from time to time, and many were of the opinion that it might be cut to twenty-five years some day, but no one ever seriously considered that there would ever be a twenty-year retirement. The shock produced by its announcement was the turning point in the mass demobilization following V-J Day. This was the device that saved the Regular Army from near extinction. Regulars with more than seven years of service in 1945 weighed the possibilities carefully, and the majority took out another stack. First-three-graders especially; and in 1946, through 1947, it was not uncommon to find five or more mas-

ter sergeants, ten or twelve technical sergeants and staff sergeants by the numbers, all assigned to one organization.

The other factor, besides the twenty-year retirement, that did more than anything else to keep the Regular Army enlisted man in the service, was the travelling rating. Everywhere a man goes, his rating goes along. This was a major policy change from the days when the rating belonged to the company and not to the man. It used to be a rough deal to hit every new outfit as a buck private. It established the homesteader, and it will be another generation before the last of them is dislodged.

These two factors have produced our postwar soldier and airman: a security-conscious, cautious, and reluctant warrior. A man who works like a dog for master sergeant, avoids promotion to warrant officer, and then keeps his nose clean until his twenty years are in. Then he coasts, because from that day forward it is all gravy. To be sure, not all regulars are like that, but there are enough of them for it to be a serious problem in the ranks of the noncommissioned officer corps.

What is the answer to the old soldier who is coasting? The young company commander with the old first sergeant (who has completed his twenty years and sees no reason to knock himself out) has a hard job. His innovations, long-range plans, and efforts to buck are frowned upon by the Ancient One. On the other hand, the young officer with the first sergeant who has only a mere fifteen years of service, has a relatively easy time. The first soldier has to cooperate, and will push his organization as hard as he can. He has to get in that twenty—then his slow-down will start.

If these facts are recognized, and they are evident facts that can be seen every day on every Army post and Air Force base, they can be licked. First, the CO should take advantage of the young noncoms by asking for and demanding a day's work for a day's pay. The coasting twenty-year man he can put in the company of an experienced captain. Experience in handling troops is the only answer to coping with the reluctant soldier. But even this isn't enough.

Every enlisted man and airman, at the end of his twenty years, should be called before a board of senior officers. His complete military record should be reviewed at this time, and he should explain and show cause why he should be retained in the service longer than twenty years. Too harsh? Not a bit. The good soldier welcomes such oppor-

tunities, and the man who has been slowing down, and marking time, will have his chance to get out. He is not needed. For every lagging senior noncommissioned officer, there is an eager man to take his place. Knowing that such a board has to be met at the completion of his twenty years, will salvage many a good soldier caught up in the customs of the times.

G/A Douglas MacArthur has a phrase that fits: "There is no security. There is just opportunity."

M/SGT. CHARLES WILLEFORD
USAF

Battlefield Psychology

Following the Normandy breakthrough, which resulted in the deployment of the Third Army into Brittany, the 4th Infantry Division was given the mission of capturing the port of St. Malo. Even though the main defenses of the port were pointed toward the sea, the Germans, with customary thoroughness, had constructed a defensive zone in the form of an arc to protect the port and sea defenses against assault from the rear.

The port of St. Malo is situated at the mouth of the Rance River and the defensive area included not only the port proper, but the city of Dinard on the opposite bank of the Rance, the sea defenses, and that portion of the defensive arc protecting Dinard from the rear.

After reduction of the defenses on the St. Malo side of the Rance River, as well as the capture of the city proper, except for the so-called impregnable fortress of St. Servan which fell later, the division deployed on the west bank of the Rance to capture Dinard and complete the operation.

During the operation on the Dinard side, American artillery scored a direct hit and set fire to some ammunition carelessly left near the land entrance to one of the massive concrete emplacements on Pte. St. Lunaire. The fire quickly spread inside the emplacement

and caused the defenses to be evacuated and the garrison to surrender.

Included in the "bag" of prisoners was the chief of staff of a German division which had been destroyed in the Normandy fighting. It developed that this officer had escaped from Normandy to St. Malo where he was placed in command of the Dinard sector of the port defenses.

A quick evaluation of the situation by the U. S. division commander who was present at the command post of one of the infantry regiments when the prisoners were brought in, suggested that an effort to convince the German commander that he ought to order the surrender of the remaining defenses, might save time and lives.

When he heard the proposal the German commander drew himself up haughtily and replied coldly that such action was impossible since it violated his honor as an officer and besides it was not fair to his men to order them to surrender while they could continue resistance.

Translation difficulties made negotiations slow but when the attitude of the German became clear, the division commander quickly agreed that the prisoner's honor as well as the honor of the German Army, and in particular the honor of the few remaining German forces left intact were all-important. He also saw that perhaps it had been wrong to suggest such an unorthodox action. But since the prisoner valued his personal honor so highly, it was obvious he would like very much to rejoin his comrades so valiantly holding out—even though the bitter end was obviously not far off in time. So, said the American, arrangements would be made for a jeep and a flag of truce to convey the prisoner back to rejoin his men.

When the prisoner understood this, great beads of perspiration stood out on his forehead. He spluttered and remonstrated that he, a prisoner, was being treated very unfairly. Well, the division commander replied, "honor" was a thing of primary importance and the prisoner had about ten minutes to make up his mind.

Before the jeep arrived the German had agreed that an order to surrender should replace him when the flag of truce was carried forward into the enemy's lines.

And so, this phase of the campaign ended a few hours earlier—when time was priceless—and with fewer losses than could have been expected.

COLONEL ADMIRATION
Infantry

COMBAT FORCES JOURNAL

Index to Volume 2 Available

The July issue completed Volume 2 of COMBAT FORCES JOURNAL. The index for those twelve issues is on the press. If you want a copy just drop us a postcard. Better still, ask us to place your name on our permanent list of subscribers who get the index each year. There is no charge to paid-up members.

Irons in the Fire

Air Force is getting deliveries of a new all-weather jet interceptor, the Lockheed F-94C Starfire. Designed for air defense, the Starfire is armed instead with 24, 2.75-inch air-to-air rockets, housed in a ring of firing tubes around the nose. Additional rockets can be carried in armament pods affixed to the wings. The Starfire comes as



All-weather jet interceptor

close to flying itself as any plane yet. Radar and specialized "brainlike" instruments enable it to spot the enemy miles away, lock onto the target, track, close, aim and open fire—all automatically. Among the new electronic innovations in the Starfire are the new Westinghouse automatic pilot and the Sperry zero reader flight director. It is equipped with an instrument landing system which permits it to fly in storms or at night and to make low-visibility landings.

A new rifle grenade launcher for the M1 rifle was recently tested and recommended for standardization by AFF Board No. 3. This launcher is similar in appearance to the former rifle grenade launchers, the M7 and M7A1, but the tube is one and one-half inches longer. AT grenades fired from this launcher have a higher muzzle velocity, flatter trajectory, and are superior in accuracy and range to those fired from shorter launchers. Other interesting features are the incorporation of a folding integral direct fire sight which is faster and easier to use than the M15 sight, and a clip-type retainer spring which permits easier and faster loading of grenades. The rear of the launcher tube is provided with a larger mating shoulder and the gas cylinder lock of the M1 rifle is provided with a similar mating surface to receive the blow of the launcher shoulder in recoil. This device prevents damage to the M1 rifle. For these advantages, together with the fact that the M1 rifle can fire accurate semiautomatic fire with the launcher attached, there are only 2½ ounces of extra weight.

Signal Corps has made some im-

portant improvements in its RAWIN equipment used for gathering weather information. The RAWIN system includes a mobile automatic radio direction finder and a new type radiosonde (radio set carried aloft by a balloon). Previously the tracking set had to be manually operated on the spot but the new one can be handled by remote control if necessary, and for the first time the new set permits continuous automatic tracking of the balloon flight and recording of the atmospheric data. The radiosonde is about the size of a telephone and weighs approximately two pounds. In addition to its radio transmitter, it carries a hydrometer for measuring humidity, a barometer for measuring air pressure and a special one-shot battery.

Transportation Corps' Research and Development Station at Fort Eustis has developed a new 26-foot plastic utility boat that outperforms its wooden counterparts. The plastic boat is 30 per cent faster than the wooden one, carries

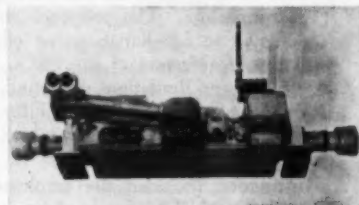


Plastic utility boat

a much larger load and of course is much lighter resulting in a 1600-lb. reduction in displacement. Made of American Cyanamid Company's Laminac Resin and Fiberglass, the boat is not subject to deterioration from dry rot or marine organisms. The new boat is 26 feet 6 inches long, has a beam of 8 feet 1 inch and is powered by a 68 horsepower Diesel engine at a speed of 14 knots.

Armor has a new tank-gun range finder, developed by Chrysler Corp. designed to make it possible for a tank gunner to zero in on the target and get

a hit on his first shot. This advanced device which is being used on the M47 tank, permits the tank gunner to range and track the target continuously. The range finder automatically applies to the tank gun data on direction and dis-



Top view of T41 tank-gun range finder

tance to the target as well as the type of ammunition used.

To give more fire power to the 3.5-inch rocket launcher a small device called the Latch Contactor, T1, has been tested and recommended for standardization by Army Field Forces Board No. 3. It eliminates the necessity of hooking up the squib wires on 3.5-inch rockets when firing. The device fits on the rear of the launcher, replacing the latch. It features a "hot" firing detent, a ground detent, a positive stop to position rockets, a safety switch and an operating handle. The whole mechanism is covered and presented in a neat little package approximately 5 inches long, 3 inches wide and 2 inches high. Kits will be produced and field type Ordnance units will modify present launchers with little effort. The 3.2 ounces of additional weight increase the rate of fire from 8 to 18 rockets per minute. To operate, the rocket is pushed into the rear of the launcher tube as far as it will go and the operating handle is moved to the fire position. Zingo! It's ready to fire!

Acme Steel Co. is introducing into the U.S. packaged steel fabricating units especially designed for all purpose construction. Known as Dextangle, the slotted steel angles are made in ten-foot lengths of .080 galvanized steel with two legs measuring 3" and 1½" wide. Working on a principle similar to children's Erector sets, lengthwise slots along both legs of the angle permit quick and easy assembly with nuts and bolts. Indentations at three-inch intervals make measuring and cutting a simple operation. A hacksaw and a wrench are the only tools required for construction using Dextangle. It has been widely used throughout the British Empire for military construction, especially warehouse shelving.

FRONT and CENTER

ARTILLERY

(Fort Sill)

FSCC Course

A Fire Support Coordination Center (FSCC) course has been included in the TAS curriculum. The one-week course is designed to familiarize senior officers with the organization of the FSCC and capabilities and limitations of ground, air, and naval supporting weapons. Fifty students attended the first class, which began 14 July.

Instruction included the employment of artillery with the infantry and armored divisions, coordination of supporting arms in amphibious and airborne operations, the importance of tactical air support and air-ground operations in the supporting role, communications systems and equipment available to the FSCC, artillery registration and survey as they affect division and corps operations, and the capabilities of infantry and artillery weapons.

Fire Direction Films

TAS has completed review of a series of training films related to fire direction procedure.

"TF 6-1696, Fire Direction Procedure, Part I, Precision Fire," has been released. It deals specifically with the methods and procedures of a Fire Direction Center in the precision registration of a 105mm howitzer battalion. It contains much general information about techniques that are common to all fire direction activities.

"TF 6-1697, Fire Direction Procedure, Part II, Area Fire," has been released. It demonstrates the gunnery procedures involved in conducting area fire missions.

The final part of the fire direction series, "TF 6-1703, Part III, The Observed Firing Chart," has not yet been released. This film emphasizes the principles of the construction of an observed firing chart using both live action and animation.

Training Films

TAS is preparing scenarios for a series of training films on the observation and adjustment of indirect fire. The first part of the series deals with basic procedures, the second with adjustment of mortar fire by the combat soldier, and the final installment concerns the artillery observer.

Filming was completed at TAS on two training films, "Field Artillery Radar" and "Army Aviation." The first shows the purpose, use, and development of modern radar equipment and the latter

demonstrates the types and capabilities of Army aircraft.

Signal Corps teams will soon begin filming training films at TAS on artillery RSOP and Field Artillery sound ranging.

Extension Course Programs

A series of recommended extension course programs for use by unit commanders in training key officers and non-commissioned officers has been prepared by TAS. The programs include a series of subcourses suitable for study by individuals holding certain T/O&E jobs. They are designed for use by all units of infantry and armored division artillery.

Interested organization commanders or persons desiring more information about the various programs may obtain a list of the subcourses pertinent to their type units by writing to the Director, Department of Extension Courses, The Artillery School, Fort Sill 10, Okla.

New Extension Courses

Subcourse 30-12FA (*Fire Direction Center Technique*), revised, is now available. This course teaches the procedures employed by the FDC in converting observers data to fire commands.

Subcourse 40-11 (*RSOP*), revised, has been service tested and prepared for printing. It will be available soon. It covers the principles of reconnaissance, selection, and occupation of positions.

Subcourses 40-22AAA (*AAA Automatic Weapons Battalion*) and **50-6AAA** (*AAA Brigade and Group*), have undergone major revision and are now being processed for printing. They should be available by September.

Subcourse 30-4 (*Artillery Survey*), revised, is being service tested and will be available soon. It teaches the latest methods used in artillery survey at the battalion and division artillery levels.

Subcourse 30-21 (*Meteorology for Army Aviation*), revised, will be available soon. It contains a comprehensive treatment of weather as it affects operation of Army aircraft. It is recommended for all Army aviators.

Editions of the following revised subcourses are now available: **20-9FA** (*Firing Battery*); **20-13AAA** (*AAA Basic Gunnery*); **30-2** (*Training Management*); **30-15AAA** (*AAA Radar—Matériel and Employment*); **40-20FA** (*Employment of Army Aviation*).

Questions & Answers

The Artillery School has received

many inquiries requesting information about the extension course program. To familiarize readers with the program, TAS has answered questions usually asked regarding extension courses. Further information may be received by writing to the Director, Department of Extension Courses, The Artillery School, Fort Sill 10, Okla.

Enrollment of enlisted men. Enlisted men are eligible to enroll in any subcourse required for their present or prospective duties. For example, an enlisted man in the fire direction center of a field artillery battalion may enroll in Subcourse 30-12FA, Fire Direction Center Technique. Enlisted men who have completed the 10 Series may enroll in the 20 Series.

Enrollment of officers. Officers on extended active duty or members of the Regular Army may enroll in any subcourse in any series.

Enrollment of graduates from senior ROTC units. Second lieutenants who have graduated from senior ROTC units may enroll in either the 20 or the 30 Series.

Enrollment after completion of associate battery officers' course, TAS. Since the Associate Field Artillery Battery Officers' Course parallels the instruction received in the 20 and 30 Series, students should enroll in the 40 Series upon completion of the basic course. The 50 Series parallels the instruction taught in the resident advanced course. If you have completed other specialized courses at the various service schools, the exemptions granted for completion of these courses will be furnished upon request.

Effect of call to active duty upon enrollment. A call to active duty does not affect enrollment in the extension course program. It is advisable to review your extension course program and request that those subcourses which deal with your new duties be sent to you first.

Retirement in the reserves through army extension courses. Three hours of credit in Army Extension Courses are credited as one point toward retention and retirement in the active reserve.

Check by the battalion commander on the progress of members of his battalion. A battalion commander must indorse the original enrollment application which gives him the opportunity to check on the subcourses in which members of his battalion desire to enroll. As they complete each subcourse letters of completion are mailed to them through him. This enables him to gauge the rate of progress of each individual enrolled as

well as the rating earned. Each individual who completes a series receives a certificate of completion and an entry is made on his Form 66 to show that he has completed the series.

Effect of oversea orders on enrollment. Personnel are encouraged to take advantage of extension courses even though overseas or in a combat zone. Many students in Korea are enrolled in these courses and find them very useful.

Minimum progress requirements. If the pressure of business or other activity temporarily hinders you from meeting the minimum progress requirements, you may apply to TAS for a waiver. If for any reason your enrollment is cancelled, you may re-enroll by submitting a new application to TAS.

INFANTRY

(Fort Benning)

Film Village

For realism's sake a complete village is being built by TIS for the background of two new training films that went into production in July.

The first film, "Fighting in Built-Up Areas," will show the employment of the rifle squad and platoon in village fighting while the second part of the film sequence, "The Rifle Platoon in the Attack of Built-Up Areas," will go on to demonstrate the tactical planning, preparation, and execution of an attack by a reinforced rifle platoon in a built-up area.

Training Literature

There was some activity at TIS in the training literature field this month. Several items were distributed by The Adjutant General or sent forward to Army Field Forces. The following are publications recently distributed:

C4, FM 23-65

TC No. 19, Zeroing Small Arms and the Sniperscope by Field Expedient Methods (the July issue of the *Infantry School Quarterly* has an article on this)

TC No. 20, Sniper Doctrine

These were sent to Army Field Forces: C3, FM 23-55

FM 23-80 (Complete revision of 57mm RR, M18)

C2, FM 23-85 (Extensive change making many corrections on 60mm Mortar, M19)

C3, FM 23-92 (Covers new 4.2-inch Mortar, M30)

FM 31-50, Combat in Fortified Areas and Towns

TM 57-220, Technical Training of Parachutists

Graphic Portfolios

Two more Graphic Training Aids (portfolios) have gone to Army Field Forces for approval. The titles are "Hasty Field Fortifications, Individual Protection, Individual Entrenchment," and "Hasty Field Fortifications, Individual Protection, Crew-served Weapons Replacements."

SIGNAL CORPS

Aviation Center

A Signal Corps aviation center was established at Fort Monmouth on 1 July to evolve and test aviation doctrine and procedures for the Signal Corps and to furnish aviation support to SC installations at and near Fort Monmouth, including the Electronic Warfare Center and the SC Engineering Laboratories.

(In a letter on page ?? of this issue Brig. Gen. Arthur Pulsifer points out that Signal Corps aviation is booming and that the Signal Corps is now allotted nine per cent of the total aviation in the Army.)

Electronics in Combat

The fuller use of electronics by the Army in combat is under study by a group of scientists and industrialists in Korea. Included in the group are industrialists and scientists from the General Electric Company, Radio Corporation of America, and the Bell Telephone Laboratories and scientists from Massachusetts Institute of Technology, University of Minnesota, Cornell and other institutions.

Secretary of the Army Frank Pace said that the purpose of the mission is to see how further developments in the general field of electronics can be used to increase the effectiveness of the individual soldier.

REUNIONS

The information listed in the following paragraphs was furnished by officers of the various associations:

1st Armored Division. Hotel William Penn, Pittsburgh, Penna. 29-31 August. For details write: Leo B. Conner, Secretary-Treasurer, 1115 17th St., N. W., Washington, D. C.

4th Infantry Division. Hotel Statler, New York. 7-9 August. For details write: Joe Summa, Pres. NY-NJ Chapter, 2179 Washington Ave., New York City 57, N. Y.

Fifth Army Association. Reunion Pilgrimage to North Africa and Italy. From New York, 12 September. For details write: Reunion Committee, Fifth Army Pilgrimage, 38 East 57th St., New York, N. Y.

5th Infantry Division. Morrison Hotel, Chicago, Ill. 30 August-1 September. For details write: Frank F. Barth, 18014 Homewood Ave., Homewood, Ill.

10th Armored Division. Park Sheraton Hotel, New York City. 30 August-1 September. For details write: J. Edwin Grace, 172 Larch Road, Cambridge, Mass.

11th Armored Division. Willard Hotel, Washington, D. C. 15-17 August. For details write: Lt. Col. Michael J. L. Greene, 11th Armored Division Assn., 1719 K St., N.W. Washington, D. C.

24th Infantry Division. Deshler-Wallick Hotel, Columbus, Ohio. 15-17 Au-

gust. For details write: Joseph I. Peyton, 131 N. Culver St., Baltimore, Md.

32d Infantry Division. Lansing, Mich. 30 August-1 September. For details write: James Schloff, General Chairman, Hotel Roosevelt, Lansing, Mich.

34th Infantry Division. Nicollet Hotel, Minneapolis. 12-14 September. For details write: Mr. Elliott G. Smith, 34th Infantry Division Association, Minneapolis Armory, Minneapolis 15, Minn.

37th Infantry Division. Deshler-Wallick Hotel, Columbus, Ohio. 30 August-1 September. For details write: 37th Division Headquarters, 1101 Wyandotte Bldg., Columbus 15, Ohio.

83d Infantry Division. Deshler-Wallick Hotel, Columbus, Ohio. 21-23 August. For details write: Walter H. Edwards, Jr., Pres. 83d Infantry Div. Assoc. 2355 Winthrop Avenue, Indianapolis, Ind.

84th Infantry Division. Willard Hotel, Washington, D. C. 25-27 August. For details write: National Headquarters, P.O. Box 282, Washington 4, D. C.

101st Airborne Division. Jefferson Hotel, St. Louis, Mo. 15-16 August. For details write: Leo B. Conner, Executive Secretary, 716 Dupont Circle Bldg., Washington 6, D. C.

★ BOOK REVIEWS ★

THE SOVIET-GERMAN WAR

LA DEFAITE ALLEMANDE A L'EST. By Colonel Lederrey. Charles-Lavauzelle, Paris. 262 Pages; Maps.

In the history of the Second World War the largest and most important of all land theaters, the Russian Front, has remained to this day the greatest enigma. The Russians have avoided publishing anything on the 1941-45 campaigns that gives the outside world the slightest insight into the strategic and tactical problems of the Red Army. The Germans were long incapable of presenting their side of the story. Now, their memoirs are coming out, but we find them highly colored, conflicting among themselves, and most open to suspicion on those points on which they agree. Nothing like a balanced, overall picture of the Soviet-German war has yet appeared from their side.

Colonel Lederrey, a distinguished Swiss officer, who for a number of years has given courses in military history at the Polytechnical School in Zurich, has attempted to fill this void. Switzerland is an excellent center of information and he has made the best use of his opportunities. In nearly a decade of effort he has brought together a solid mass of basic information which is almost exhaustive and not likely to be much improved upon in the foreseeable future. He has compared all accessible German and Russian sources, including practically all events, memoirs, articles, and other material.

He has dug into all the available records of Germany's allies in that fatal venture—the Italian, Hungarian and Rumanian. The only major gap is the story of the Finnish War by the German military delegate, General Ehrfurt.

Colonel Lederrey spent weeks at the interrogation center of the Historical Division, interviewing a number of German commanders, including General Halder himself, in which he succeeded, map in hand, in nailing down a mass of novel and highly surprising statements. His material basis has but one defect: he passes all this vast preliminary effort over in a few general sentences. In any future edition it would be most highly desirable that he should give us an introductory chapter surveying his evidence and giving at least a just evaluation of the more important sources and groups of sources.

Colonel Lederrey has made excellent use of this vast material without succumbing to the temptation of spreading it out. This account is in the "classical tradition," closely organized and at times erring on the side of overconciseness. In the main he keeps his eye strictly upon the major strategic issues and the actions of army groups and armies only. From time to time, however, he likes to enliven this rather severe presentation by adorning it

with episodes chosen to illustrate either the general character of the fighting—for example, the bitterness of Russian resistance even within the encircled pockets or the rigors of the winter battles before Moscow and Leningrad—or again in order to bring out characteristic Soviet tactics. The whole account is closely reasoned. Each major phase of the war begins with a survey of the over-all situation and of the strength and presumptive plans of both sides, and concludes with a critical appraisal.

The principal criticism which one can raise against this competent workmanlike effort is that Colonel Lederrey's excessive modesty has prevented him from giving his readers the full measure of his most interesting discoveries and personal conclusions. Detailed comparison of Hitler's decisions on the Russian front with those advocated by his strategic advisers has led him to conclude that on most issues Hitler's point of view was as good as the views of his soldiers. He is inclined to extend this favorable interpretation even to Hitler's diversion of the main German effort to the South in September 1941; a move which practically all German military writers have contemptuously branded as Hitler's greatest mistake. The issue certainly can be argued, though not in the manner Hitler did it.

Even more convincing are Lederrey's observations upon the agreement of most of the key generals with the final drive on Moscow in November 1941 and upon the divergences between Hitler's and the General Staff's views in the spring of 1942 with respect to the attacks on Stalingrad and the Caucasus. All these are not subordinate issues. They were the great decisions upon which the whole war on the Russian front turned and Colonel Lederrey has done more than anyone else to break up the legends gathering around them. Yet, he persists in hurrying across these key issues in small print and tucks his invaluable contributions into a single sentence here or there, so clipped that only somebody who knows the whole story can appreciate the points which he brings out. Here again, a very large expansion would be most desirable.

On the Soviet side, Colonel Lederrey has not been so well placed. There are no documents and no key figures to interrogate. The only direct information coming from the other side of the Iron Curtain is contained in the highly sensational accounts of ex-Soviet officers who have since seen the light and come over to the side of the angels. Despite the questionable character of their disclosures, some of it at least sounds reliable and Colonel Lederrey has incorporated a good deal in his narrative. He has done even better in his patient and careful analysis of Red Army

organization and movements. He has brought out very clearly the method of interlocking thrusts with which they pressed the German southern front back in the beginning of the great offensive in the fall of 1943. His survey for the following stages, 1944 and 1945, is more distinguished than others by the comprehensiveness with which he has covered the whole vast effort. He brings coherence out of all of it. Finally, the detailed comparison of the methods by which the Soviet high command coordinated operations between different army groups or fronts, is highly rewarding.

The War on the Russian Front is an exceedingly complex picture in which the major actors on both sides changed with disconcerting rapidity. Armies and army groups were destroyed, regrouped, renamed. Their commanders were shifted or retired. For the student these constant changes are one of the great difficulties. One of the most useful features of Colonel Lederrey's narrative is a series of charts giving at the beginning of each new campaign the two opposing orders of armies with their commanders and most probable divisional strength. The same thoughtfulness and painstaking care have gone into the equally invaluable maps. The smaller are extremely clear and convey the structure of a campaign in a simple picture. The larger ones are at times inevitably overburdened, but still remarkably well to read.

The whole is a solid, most handy piece of work, written with a dry sense of humor. It is an important contribution to the history of the Second World War. Perhaps the highest praise one can give it is that it is fully worthy of the great subject with which it deals.—HERBERT ROSINSKI.

EXCELLENT BOOK ON SCIENCE OF THE MIND
BASIC PSYCHIATRY. By Dr. Edward A. Strecker.
Random House. 473 Pages; Illustrated; Index; \$3.75.

This clearly written book is probably the best book on psychiatry for the Army, Navy or Air Force reader. Dr. Strecker had extensive experience in both wars, and the last hundred pages of this book deal with problems of emotional maturity which vitally concern the Services.

In his chapter "The Silver Cord," Dr. Strecker emphasizes again the failures of many American parents, and mothers in particular, to wean their children emotionally and through encouragement, release and discipline to give them a chance to grow up into men and women able to face life on their own. Under the heading, "Design for Childhood," the author outlines the kind of bringing-up that will usually do this. He contracts here the ways of mature and immature mothers. He favors for children, among other things, a reasonable amount of competition, because much of life is competitive. He emphasizes the imitativeness of children and thinks that the following things should be accessible

Off-Duty Reading

Good Military Reading Coming

AUGUST isn't a time for feverish activity in the publishing business, so we're going to tell you what's coming up for fall. Those of you who enjoy good military reading had better take the padlocks off the family checkbook because the fall lists are loaded.

We've announced this three times before, but this time we might make it. Volume III of Kenneth Williams' great *Lincoln Finds a General* (Macmillan; \$7.50), is scheduled for October after delays of more than a year while Mr. Williams revised and corrected this volume, which will deal with Grant's first year in the West.

GALLEYS of a new military history of the American Revolution—a really comprehensive work—came in the other day. We haven't read all of it yet, but the quality of the author's work is impressive, and the maps are plentiful and good. Title is *The War of the Revolution*, by Christopher Ward (Macmillan; probably \$15.00). The book is scheduled for early October publication.

ALSO on the list for early fall is the most complete pictorial history of the Civil War we've ever seen. The old familiar Brady photos are there, of course, but Brady wasn't the only good picture man to cover the Civil War, and there are many excellent shots we have never seen published anywhere before. *Divided We Fought* (Macmillan; \$10.00) adequately represents both North and South, and there will be both introductory text and full picture captions.

YOU'LL have about two days to dip into these books before Volume V of Douglas Southall Freeman's monumental *George Washington* (Scribner; \$7.50) rolls off the presses. This volume will take Washington to the end of the Revolution and complete his actual military career. This should make a good companion piece to *The War of the Revolution*, which will carry more actual military detail of the battles.

MOVING up a few wars, W. W. Norton will publish late in September *Bill Mauldin in Korea*. Mauldin has illustrated the book himself, which will probably be worth the price of admission, \$3.00. He thinks, incidentally, that Eighth Army is the finest we've ever had. From an old Fifth Army man, that's high praise.

FOR your current reading we suggest *Panzer Leader* by General Heinz Guderian (Dutton; \$7.50). We've had any number of requests for this book in German, and are therefore doubly pleased to announce its publication in English. There is also an excellent introduction by B. H. Liddell Hart, who thinks very highly indeed of Guderian as a leader of armor and original thinker in armored warfare. Much good dope on the Russian campaigns. Not exactly light summer reading, but a very important book.

THERE will be many more fine books this fall, of course, but these are the important military books. We'll try to keep you posted on them as they progress, and let you know about other good non-fiction and fiction scheduled for the coming months.

OCS

to imitation to all children: liberal amounts of "integrity, straightforward dealing, truthfulness, courage, compassion, reflection, judgment, decision, tolerance." There should also be, Dr. Strecker believes, "a pattern of service to the community and the nation . . . and at least some stirrings of internationalism . . . and some spiritual strivings." And the opposites of these things should be missing.

In his chapter on "The Psychiatry of War," the author brings out many points applicable to our continuing problems of war. In a psychiatric report prepared officially after World War I, he wrote, "The more satisfactory the previous personality and the sounder its integration, the better the outlook," which he feels applies equally to men entering the service today. Dr. Strecker thinks also that all men should be drafted and should be classified and should serve, according to their abilities.

He also says of "combat fatigue" cases, that the nearer the front lines they receive treatment, the better the chance of quick recovery. And that the more severe the external shock that brought on breakdown, the better in general the chance of recovery. There were more such cases in our recent wars, he thinks, because the conditions of war were worse.

There is, he says, one elemental conflict "present unconsciously in every man, soldier and officer who was in the zone of war danger." This was the "struggle between the respective behavior demands of the instinct of self-preservation" and the behavior required of a fighting man. And Dr. Strecker asks the blunt, basic question: "How much of his body should a man expose to the fire of the enemy in order to be a good soldier?" If he gives his life bravely but gives it at once, as our Japanese and Chinese enemies have often done, "he is scarcely an effective soldier, since he is lost without having inflicted any damage on the enemy. If a soldier never risks exposure to the bullets of the enemy, he is a poor soldier—dangerously disruptive of morale. Somewhere between these two extremes lies the correct compromise formula which equals the most satisfactory soldier, and in this formula will be retained considerable behavior representation derived from self-preservative drives."

Here, Dr. Strecker is not clear about how the soldier learns to decide how much he shall expose himself—how fully and how long at a time. He does not emphasize, as he might have, that training in the elements of scouting and patrolling is what enables an otherwise courageous combat soldier to make the most of his chances without doing less than a fighting man should.

Dr. Strecker also outlines some of the things he believes are important to morale, which he considers a vital part of psychiatric prevention. Good food, good living conditions when possible, neatness of uniform, interesting diversions, good medical

care, good relationship with leaders, mass exercises and drills, good training and instruction in the control of fear—these are the principal requisites mentioned. We could well have placed emphasis also on the new systems of rotation.

Psychiatry has been heavily blamed for some of its early errors in World War II, but its important values are now generally realized and have become a permanent part of every military service. It has much to teach every leader, and *Basic Psychiatry* is an excellent, readable text to use for gaining our necessary acquaintance with this science of the mind.—G. V.

BOOKS RECEIVED

CLASSICAL MYTHS IN ENGLISH LITERATURE. By Dan L. Norton and Peters Rushton. Rinehart & Company, Inc. 440 Pages; Index; \$5.50.

THEY HAD A GLORY. By Davenport Steward. Tupper and Love, Inc. 311 Pages; \$3.75. Life on the border after the Revolutionary War.

FAR CORNER: A Personal View of the Pacific Northwest. By Stewart H. Holbrook. The Macmillan Company. 270 Pages; Index; \$3.75.

TOIL, TAXES AND TROUBLE. By Vivien Kellems. E. P. Dutton & Co., Inc. 159 Pages; \$2.50. A plea against the income tax.

THE ATOM SPIES. By Oliver Pilat. G. P. Putnam's Sons. 312 Pages; Index; \$3.50.

LAW: THE SCIENCE OF INEFFECTU- CIENCY. By William Seagle. The Macmillan Company. 177 Pages; Index; \$3.50.

WATER: A Study of its Properties, its Constitution, its Circulation on the Earth, and its Utilization by Man. By Sir Cyril S. Fox. The Philosophical Library, Inc. 148 Pages; Illustrated; Index; \$8.75.

WITNESS. By Whittaker Chambers. Random House. 808 Pages; Index; \$5.00.

CAMPING FOR ALL IT'S WORTH. By William E. Swanson. The Macmillan Company. 154 Pages; Illustrated; \$2.95. For beginners in the field of outdoors living.

HOMAGE TO CATALONIA. By George Orwell. Harcourt, Brace and Company. 232 Pages; \$3.50. Orwell's personal story of the Spanish Civil War and the Communist betrayal.

HOPALONG-FREUD and Other Modern Literary Characters. By Ira Wallach. Henry Schuman, Inc. 123 Pages; \$2.50.

THE TIME OF THE ASSASSINS. By Godfrey Blunden. J. P. Lippincott Company. 375 Pages; \$3.75.

MORE POWER TO YOUR MIND. By G. Milton Smith. Harper & Brothers. 180 Pages; Index; \$2.50.

THE HIDDEN HISTORY OF THE KOREAN WAR. By I. F. Stone. The Citadel Press. 364 Pages; Index; \$5.00.

U. S. ARMY IN WORLD WAR II: The Persian Corridor and Aid to Russia. By T. H. Vail Motter. Office of the Chief of Military History. 545 Pages; Index; \$3.50.

THE CAR OWNER'S FIX-IT GUIDE: A Complete Handbook to Automobile Operation, Maintenance and Repair. By S. Palestrant and H. Schneider. Frederick Fell, Inc. 96 Pages; Illustrated; \$2.00.

ECONOMY IN THE NATIONAL GOVERNMENT. By Senator Paul H. Douglas. The University of Chicago Press. 277 Pages; \$3.75.

RAND McNALLY ROAD ATLAS, 1952 Edition. Rand McNally & Company. 116 Pages; \$1.50. A 12x16 paper-bound book of maps covering the United States, Canada, Mexico and selected cities.

THE CITY BOY. By Herman Wouk. Doubleday & Company, Inc. 348 Pages; Illustrated; \$3.50. A reissue of a previous book by the author of *The Caine Mutiny*. It is about a fat boy of eleven and his adventures on the streets of New York and at a summer camp.

MAN FROM ABILENE. By Kevin McCann. Doubleday & Company. 252 Pages; \$2.50. An appraisal of Eisenhower by a former member of his official family.

GATEWAY TO CITIZENSHIP. By Carl B. Hyatt. U. S. Department of Justice, Immigration and Naturalization Service. 256 Pages; Index; \$.75. "To assist members of the bench and bar, the staff of the Immigration and Naturalization Service and other interested workers to dignify and emphasize the importance of citizenship."

REVOLUTIONS OF 1848. By Priscilla Robertson. Princeton University Press. 464 Pages; Maps; \$6.00. What revolution meant to the average citizen and how fateful a part he had in it.

REPORT FROM FORMOSA. By H. Maclear Bate. E. P. Dutton & Co., Inc. 290 Pages; Index; \$3.50.

OPERATION OVERLORD: The Allied Invasion of Western Europe. By Albert Norman. The Military Service Publishing Co. 230 Pages; Illustrated; Index; \$3.75. Written by a historian who was present at the invasion.

REVITALIZING A NATION: A Statement of Beliefs, Opinions and Policies Embodied in the Public Pronouncements of General of the Army Douglas MacArthur. Correlation and captions by John M. Pratt. Garden City Books. 120 Pages; Illustrated; \$2.00 hard-bound, \$1.00 paper-bound.

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